

PRESIDIO RESTORATION ADVISORY BOARD MEETING

REPORTER'S TRANSCRIPT OF PROCEEDINGS  
TUESDAY, JANUARY 10, 2006  
OFFICER'S CLUB, BUILDING 50  
PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR  
License No. 5527

## ATTENDEES

1  
2 RAB Members:  
3 Doug Kern, Facilitator  
Peter O'Hara  
4 Craig Cooper  
Mark Youngkin  
5 Nevender Narala  
Bob Boggs  
6 Sara Segal  
Sam Berman  
7 Jan Monaghan  
Julian Hultgren  
8 Jack Luikart  
John Budroe  
9 Michelle Passero  
Jan Blum  
10 Edward Callanan  
Julie Cheever  
11 Karen Cleek

12  
13 ---o0o---  
14  
15

16 BE IT REMEMBERED that, pursuant to Notice of  
17 the Meeting, and on January 10, 2006, at the Officer's  
18 Club, Building 50, Presidio of San Francisco, California,  
19 before me, MARK I. BRICKMAN, CSR No. 5527, State of  
20 California, there commenced a RAB meeting under the  
21 provisions of the Presidio Trust.

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24  
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## AGENDA

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1 FACILITATOR KERN: Welcome, everyone.  
2 Happy New Year. This is our regularly scheduled meeting  
3 of the Presidio Restoration Advisory Board. Thanks  
4 everyone for coming out tonight. Welcome to the Trust and  
5 the Park Service and the regulatory community and  
6 Community RAB members. Thank you for coming out tonight.

7 Are there any changes or additions to  
8 tonight's agenda?

9 Jan first.

10 MS. BLUM: I would like to make a  
11 recommendation that the RAB write a letter, a resolution  
12 commending our retiring member Jerry Anderson for his many  
13 years of service.

14 MR. O'HARA: I'll second that.

15 FACILITATOR KERN: Should we take that up  
16 as a separate item?

17 MS. BLUM: We can do it in committee. I  
18 just want to be sure it's done --

19 FACILITATOR KERN: Okay.

20 MS. BLUM: -- and considered.

21 FACILITATOR KERN: Yes.

22 MS. PASSERO: And I can add a policy  
23 update, and this is an opportunity for funding.

24 FACILITATOR KERN: Okay. And it appears --  
25 yes.



1                   MR. NARALA:    If it's okay, I would like to  
2   Water Board announcement.

3                   FACILITATOR KERN:    Sure.  We'll put that  
4   under announcements.

5                   Craig, did you want to say anything about --  
6   or should I about today's little -- should we put that in?

7                   MR. COOPER:    Sure.

8                   FACILITATOR KERN:    So let's -- why don't we  
9   do a policy update and then landfill E and then our 8 and  
10   10 comments, the resolution and the letter and we can  
11   decide where we want to put that with Jerry.

12                   Okay.  Any other items for tonight?

13                   MR. COOPER:    I have another quick one.  If  
14   it's okay with everyone, our turnout, the Trust Public  
15   Involvement Department asked me if we could take a picture  
16   tonight, you know.

17                   I don't know exactly where the picture's  
18   going.  I'm assuming in some future Presidio Post thing or  
19   annual report for next year.  You know, this year's  
20   already out.

21                   MR. BERMAN:    Craig, it's going to the post  
22   office.

23                   MR. COOPER:    I -- so I guess I should have  
24   asked that, but I'm assuming what it's for legitimate  
25   purposes.  If people are open to that.  If we can have a

1 picture done.

2 FACILITATOR KERN: Maybe you can e-mail it  
3 out to the group.

4 MR. COOPER: Before I --

5 FACILITATOR KERN: Well, not for approval.  
6 Just so people can have a copy.

7 MR. COOPER: Absolutely.

8 FACILITATOR KERN: All right.

9 MR. COOPER: Group photo.

10 FACILITATOR KERN: All right. All right.  
11 So let's go with your announcement.

12 MR. NARALA: Thank you. At the Water  
13 Board, there are two positions vacant right now. We lost  
14 two people, one to EPA, one transferred out, so they have  
15 a water engineer position and an engineer job position.

16 So they are looking for qualified people.  
17 If you all know anybody, send them over my way. I can --

18 MR. BERMAN: Are the positions posted on  
19 the Website?

20 MR. NARALA: Yeah. Actually engineering  
21 positions, but right now we have a wait and see in our  
22 office.

23 MR. BOGGS: We have openings, as well.

24 MR. NARALA: Thank you.

25 FACILITATOR KERN: Thank you.

1 Michelle.

2 MS. PASSERO: Well, one thing I think we  
3 should watch -- and I haven't thought this through  
4 thoroughly to articulate to everyone, but there is going  
5 to be a significant bond effort this year.

6 The governor has mentioned an infrastructure  
7 bond, which would be a substantial amount of money.

8 There's also concurrent effort among a  
9 variety of environmental organizations to have a natural  
10 resource bond, and the idea is that the two merge  
11 together, but in either case, I think there's -- there is  
12 an opportunity for money to either be directed through  
13 Caltrans for purely an infrastructure bond, and I think  
14 there will ultimately be -- or I hope there will be  
15 natural resource money available, but I think it presents  
16 an opportunity to talk to Caltrans and potentially other  
17 legislators about getting a pot of money that can either  
18 go to a particular program that could fund certain efforts  
19 in the Presidio or they can actually end up earmarking  
20 certain money for it.

21 So I think it's just money -- I don't know,  
22 Craig, maybe someone internally is aware or is following  
23 it, but that's another, you know, potential opportunity  
24 for funds.

25 MR. COOPER: Okay.

1 MR. BERMAN: Does the bond have to be voter  
2 approved?

3 MS. PASSERO: Yeah. What will happen is it  
4 will take -- the effort now would probably be to have a  
5 bond measure put on the ballot in November, so I think  
6 there's a June -- April deadline, either -- for signature  
7 gathering, but it can either be -- there may be a  
8 citizen's initiative for a natural resource bond effort,  
9 but there is also -- the administration has announced it  
10 would potentially go through the legislative route.

11 So those are the two potential opportunities  
12 for a bond to be put on the ballot for November, and then  
13 that would then result in money for the following year in  
14 2007.

15 MR. BERMAN: And this requires only a  
16 majority?

17 MS. PASSERO: To get it on the -- through  
18 the legislature?

19 MR. BERMAN: No. To actually pass the  
20 bond.

21 MS. PASSERO: Yeah. It would be a simple  
22 majority from the public vote, so --

23 MR. BERMAN: Because some bonds require a  
24 two-thirds; right?

25 MS. PASSERO: Yeah. I'm not sure. I think

1 it's just 51 percent.

2 MR. BERMAN: And what -- it seems to me  
3 that -- I don't understand the politics of merging the  
4 natural resource bond with the infrastructure bond.

5 I mean, is there -- what's behind that?  
6 They really seem to me to be somewhat distinct and have  
7 somewhat different political basis, also.

8 MS. PASSERO: I think the connection, if  
9 you design your term "infrastructure" broadly, it's not  
10 only physical structure, but also green structure, and you  
11 can talk about levees as infrastructure that has both  
12 environmental with all the economic consequence, but I  
13 think the idea is by -- you don't want to have competing  
14 bond measures because then it becomes an either/or  
15 decision for voters, but I think ultimately -- and there  
16 will be a variety of bond issues out there, but for one to  
17 be successful, if all of the efforts can come together in  
18 one bond package, it's probably the -- it increases the  
19 likelihood of going forward.

20 MR. BERMAN: Do you know how the existing  
21 California bonds are rated now?

22 MS. PASSERO: You know, I don't. The only  
23 thing I heard was that it's better than they thought it  
24 would be. So -- and California is looking better than it  
25 has in the past couple years, so I think --

1 MR. BERMAN: Because they were down -- they  
2 were downgraded. They weren't junked, but they were down-  
3 graded to I think only single A from -- they originally  
4 were triple A and then they were downgraded to two As and  
5 now the last I heard they were at one A, but -- but, you  
6 know, maybe that's gone up.

7 MS. PASSERO: From what I've heard and what  
8 I've read, it's better. I don't know exactly where it's  
9 at, but the borrowing capacity isn't what they thought it  
10 would be.

11 MR. BERMAN: So do you know if -- if the  
12 organizations like the National Defense Resource people  
13 have come out in favor of a -- of a resource  
14 environment -- environmental resource bond?

15 MS. PASSERO: I'm sorry. What natural  
16 resource group?

17 MR. BERMAN: Yeah.

18 MS. PASSERO: There's a coalition.

19 MR. BERMAN: Already?

20 MS. PASSERO: Yeah.

21 MR. BERMAN: I'm not up on that, so I asked  
22 a few questions, if you don't mind, just to clarify.

23 MS. PASSERO: Yeah.

24 FACILITATOR KERN: John and then Pete.

25 MR. BUDROE: Well, it's already from the

1 news reports that one of the specific places being talked  
2 about at the infrastructure bond is Doyle Drive. So  
3 that's been specifically mentioned, and that's one of the  
4 things where there's going to be a whole lot of  
5 legislative input into what -- actually what projects get  
6 packaged with that bond issue.

7           So this would be potentially a really good  
8 time for all the interested parties to go ahead and start  
9 making contacts with the appropriate people representing,  
10 you know, the Bay Area in the legislature to make them  
11 aware that if there's anything that can be squeezed out of  
12 the bond issue for things like Doyle Drive, because how  
13 you define the project, you know, you can either very  
14 narrowly define that project or you can make -- broaden  
15 the definition, be a little bit more ample and add things  
16 that would directly benefit the Presidio over and above  
17 just the barebones roadway reconstruction.

18           FACILITATOR KERN: We'll go to Peter and  
19 then Jan.

20           MR. O'HARA: My question goes to Bob and  
21 the project over at Mountain Lake, and what has  
22 Caltrans -- have they allocated funds or are they looking  
23 at a -- at funding for their participation in the runoff  
24 issue, or is this a project, this environmental project,  
25 could that be a source of funding or have funds already

1 appropriated?

2 MR. BOGGS: As far as Caltrans'  
3 responsibility for Mountain Lake, they've pretty much  
4 claimed that they're not responsible, that it was the  
5 drivers that released the lead that ran off into the lake  
6 that were responsible, and after some letter writing back  
7 and forth, my agency just didn't disagree with -- with  
8 their rationale such that they felt that Caltrans was  
9 necessarily responsible, but if there was legal contention  
10 and a legal basis for it, that really that should be  
11 pursued by the trust.

12 As far as the teeth -- we did weigh in on  
13 how the information should be handled and gathered and  
14 there was a recently released Mountain Lake report that  
15 should help shed additional light on who would be  
16 responsible for that if that does come down the pike, but  
17 my agency hasn't done anything in quite a considerable  
18 amount of time.

19 Whether these bond measures would be a  
20 potential source of funding, I don't know enough about  
21 those. I'm not involved to know how that could be made to  
22 happen.

23 MR. O'HARA: I suppose my question at this  
24 point is let's get past the finger pointing and the  
25 responsibility issue and get on to the mitigation of --



1 and a resolution of the pollution issue or the continuing  
2 pollution issue.

3 MR. BOGGS: Mm-hmm.

4 MR. O'HARA: I haven't -- I'm not up to  
5 speed on Mountain Lake and what's going on out there  
6 enough that I can discuss this intelligently, but should  
7 we pursue or should the trust be pursuing the  
8 environmental bond revenues or moneys to pay for the --  
9 the mitigation issues?

10 MR. BOGGS: I just don't know enough about  
11 that kind of funding and whether we would recommend that  
12 they do that or not.

13 MR. O'HARA: Okay.

14 MR. BOGGS: I think that's -- I mean, I  
15 think it would be great if the trust found additional  
16 sources of money that would cover the shortfall that's  
17 kind of being foreseen at that point in the budget.

18 There's other ways of meeting that  
19 shortfall, but if that is an avenue of funding for these  
20 types of projects, which I really don't know anything  
21 about --

22 MR. O'HARA: Okay.

23 MR. BOGGS: -- then I would recommend that  
24 they go for it.

25 MR. O'HARA: Okay.

1 FACILITATOR KERN: Jan.

2 MS. BLUM: I just received notification  
3 that the Draft Environmental Impact Statement has been  
4 released by the three agencies working on Doyle Drive and  
5 that comments will be taken until I think the first of  
6 March 2006, which is not very much time, considering how  
7 long they've been working on the Draft Environmental  
8 Impact Statement.

9 However, it is out and it's published, and I  
10 don't have the Website, but you can get it through the San  
11 Francisco City and County Transportation Website or you  
12 can go to WWW.DoyleDrive.org or com, but the thing that I  
13 wanted to ask Craig is I know that both the Presidio Trust  
14 as well as MTS have been working very diligently with all  
15 of the agencies on Doyle Drive, and is this the first  
16 time -- is this the first you you've heard about this bond  
17 issue with the natural resource adjunct to it?

18 And if so, could that be -- shouldn't that  
19 be conveyed to the Presidio Trust in a very direct way so  
20 that they're aware of -- of this?

21 I should think that they would already  
22 certainly have been informed of it, but if it's a late  
23 developing --

24 MR. COOPER: I think it's late --

25 MS. BLUM: If it's late --

1 MS. PASSERO: This was mentioned in the  
2 State of the State.

3 MR. COOPER: It was mentioned in  
4 Schwarzenegger's State of the State.

5 MS. PASSERO: Yeah.

6 MR. HULTGREN: This is a state bond issue  
7 if it's issued. I don't think there's any way under the  
8 sun that the state would allow any of that money to be  
9 used directly for the Presidio.

10 Now, it might be available, and if it's  
11 available at all, it would be available to the -- to  
12 Caltrans to use for some mitigation on either Doyle Drive  
13 or -- what is it?

14 MS. BLUM: Crissy Field.

15 MR. HULTGREN: Mountain Lake, but no way  
16 would it ever be used, I think, to -- directly in favor of  
17 the Presidio.

18 MS. PASSERO: I think that's just a matter  
19 of how they craft it, and so it would be through some sort  
20 of state agency.

21 MR. HULTGREN: State and federal. They're  
22 not going to fund a federal project.

23 MS. PASSERO: Right. So it's more of  
24 making sure it goes through the proper state mechanism  
25 like you're saying, but Caltrans would be a vehicle, and

1 that could be -- if it's just purely an infrastructure  
2 bond, Caltrans would likely receive money from an  
3 infrastructure bond, anyway, and there's various pods of  
4 mitigation, and they could potentially, depending on  
5 discussions with Caltrans, maybe do some sort of  
6 earmarking or at least in other discussions indicate that  
7 they might give some money for natural resource in certain  
8 areas.

9 MR. BUDROE: That's -- you're exactly  
10 right. They're probably -- the bond issue's not going to  
11 drop money directly on the Presidio, but if you have any  
12 kind of influence on how the project description is put  
13 together for the bond measure and you've got people, for  
14 example, on the community side talking to the Democratic  
15 leadership or, you know, the people that are most likely  
16 to listen to them in the State Assembly and State Senate  
17 and you also have people like the Presidio Trust members  
18 that have a certain amount of influence with the other  
19 side of the -- of the aisle, that even though you're not  
20 directly giving the money to -- necessarily to the  
21 Presidio Trust, you can make the project come out so that  
22 it benefits the Presidio and have aspects of the project  
23 put in that might not have been there if you didn't have  
24 input going into how that bond issue was crafted.

25 So that's -- you know, this -- the time is

1 now for people to start thinking about that, about how  
2 what kind of suggestions they can make to make the project  
3 come out and maybe have a little bit broader benefit than  
4 it otherwise might have.

5 FACILITATOR KERN: How about if we --  
6 having had that nice announcement, if we put that to  
7 committee in two weeks and begin to craft our strategy  
8 around it.

9 Does that sound good? Jan.

10 MS. BLUM: I'm wondering if in the  
11 meantime, Michelle, if you know who the coalition members  
12 might be that you could maybe e-mail that to Craig and to  
13 Brian and give them a brief overview of what you know so  
14 that the folks at Presidio and at Park might begin looking  
15 into asking some other questions.

16 MS. PASSERO: Yeah. I'd be happy to send  
17 that information.

18 MS. BLUM: I don't know whether the E --  
19 whether the comment deadline for the Doyle Drive EIS will  
20 be extended. I should expect that it would be, but in the  
21 meantime, if we only have sixty days to get their comments  
22 together.

23 MR. COOPER: I know it's two different  
24 issues, the bond issue versus the Doyle Drive EIS, but I  
25 got a flyer in my mailbox today about Caltrans' public

1 meeting on their EIS.

2 MR. ULLENSVANG: Two public meetings.

3 MR. COOPER: I don't remember the dates.

4 MR. O'HARA: One of them at the 18th at the  
5 Golden Gate Club and the other one is --

6 MR. ULLENSVANG: At the State Office  
7 Building. The first one is at the State Building and it's  
8 pinpointed for March -- February --

9 MR. O'HARA: February.

10 MR. ULLENSVANG: -- is the one at the  
11 Golden Gate Club.

12 MR. COOPER: How about if I do an e-mail to  
13 Doug and Mark and you guys can forward it to the RAB  
14 membership if they might be interested in doing to that?

15 MR. ULLENSVANG: Those people who don't  
16 want to read the EIS, there is a summary document that  
17 stresses the main points.

18 FACILITATOR KERN: Very good. Sounds like  
19 a good new topic to sink our teeth into.

20 MR. BERMAN: Brian, where is this summary  
21 document located?

22 MR. ULLENSVANG: I believe that you can get  
23 it off the Web page.

24 MR. BERMAN: Caltrans' Web page?

25 MR. ULLENSVANG: It's either Caltrans or

1 the Doyle Drive project.

2 MR. COOPER: If there's any Web information  
3 on that flyer, I'll give it to the e-mail that I send to  
4 Doug and Mark. You'll try to glean as much information as  
5 you can.

6 MS. SEGAL: Who's the writer of the EIS?

7 MR. COOPER: Caltrans.

8 FACILITATOR KERN: All right. Let's move  
9 to our landfill E topic of the night.

10 MR. COOPER: Yes. The recent rainstorms  
11 have raised a little bit of havoc in the Presidio in  
12 general. You may have noticed a lot of trees getting  
13 knocked down and so on. It raised a little bit of havoc  
14 at a few of our remediation sites, and at landfill E --  
15 I'm passing around a photograph of a little blowout at the  
16 toe of the landfill that occurred, and I was just made  
17 aware of it today thanks to Doug, and so it -- there's two  
18 things that we need to do about this.

19 Number one, I need to figure out how this --  
20 it's a little gully at the toe of the landfill. The  
21 photograph's pretty clear. How -- what -- how the rain --  
22 how did the -- what was the mechanism that caused this.  
23 Was it surface water flow that was just flowing over the  
24 top of the landfill that came down?

25 You know, there's the pipe, you know,

1 supposedly that comes through the landfill. We know it's  
2 broken in different pieces.

3 Could that have been a contributor to this?

4 We know that this type of event happened  
5 in -- a couple of years ago that happened in a different  
6 area of the landfill.

7 MR. ULLENSVANG: There's some historic  
8 erosion on one area where there is drainage.

9 MR. COOPER: I know -- you saw the photo.  
10 You haven't seen anything as severe as this?

11 MR. ULLENSVANG: It didn't appear that it  
12 was a new episode. It may have been more chronic feature  
13 that was headed for.

14 MR. COOPER: So -- first we need to figure  
15 out, you know, what -- how it got caused so it doesn't  
16 happen again, and then I need to work with Bob about what  
17 we should do to -- with the debris that kind of migrated a  
18 little bit further down the slope, maybe scoop that up and  
19 put it back or whatever, and as an interim measure, we are  
20 putting some interim erosion controls in the little gully  
21 that's formed on the toe of the landfill.

22 Those erosion controls are going to go in  
23 tomorrow, fences and some hay bails and maybe some waddles  
24 that kind of just slow down if rainfall hits it.

25 What we don't want is for it to migrate any



1 further, because there's like a headwater of the creek  
2 there or something. There's a water feature there that  
3 eventually is the western tributary of Tennessee Hollow.

4 We don't want any contaminated sediment to  
5 get into that.

6 MR. BERMAN: So just a technical question.  
7 If the -- if the proposed cap had been in place and the  
8 source of this gully was surface water, then presumably it  
9 wouldn't have happened; is that right?

10 MR. COOPER: Right.

11 MR. BERMAN: But if, in fact, it's from  
12 some subterranean movement, it could have happened even  
13 with the cap?

14 MR. COOPER: You mean -- subterranean  
15 movement?

16 MR. BERMAN: Of water.

17 MR. COOPER: Sediments?

18 MR. BERMAN: Yeah. Groundwater that's  
19 below the fill and rises and then seeps because of the  
20 gully. So that could have happened even if the cap was  
21 there.

22 I just want to understand -- I'm imagining  
23 the scenario with the cap looking at what happened there  
24 trying to see whether it would have not happened at all or  
25 whether it would have just happened if it was surface

1 water connection.

2 MR. COOPER: Mm-hmm.

3 MR. BERMAN: And I was wondering whether  
4 you would comment on it in way.

5 MR. COOPER: Well, I want to hear what Bob  
6 and Brian have to say. I know that landfill cap designs  
7 not only consider kind of overland flow landfill, but they  
8 would have a consideration of seeps, you know, at least  
9 known ones.

10 I think there is one known seep at the toe  
11 of landfill E, and that your design for that would account  
12 for that.

13 If something crops up that wasn't known at  
14 the time of the design that causes settlement to the cap,  
15 I mean, yeah, that's -- that could happen, and then that's  
16 why you have to -- would have to go out and fix -- fix it,  
17 but I think the way landfill caps are designed is is that,  
18 you know, they're compacted to some degree to prevent  
19 settlement and you take into consideration that some type  
20 of storm water management program exists around the cap to  
21 prevent events like this.

22 So I would not anticipate this type of  
23 gullyng to occur after -- if a landfill cap was  
24 constructed on this site.

25 It's not completely impossible, but we would

1 certainly design against things like this.

2 Brian and Bob, do you have anything to add  
3 to that?

4 MR. BOGGS: Probably just reiterate what  
5 you said.

6 I think the likelihood would go down  
7 considerably. Also what adds to that is infiltration.  
8 All that big field where the water would infiltrate and  
9 then has to come out.

10 It looks like an erosion scar to me. I'm  
11 not an expert in that, but it looks like water erosion.  
12 It makes sense that it would be.

13 But the way the caps are designed, how the  
14 fluid movement is taken into consideration, the diversion  
15 around the landfill of any water that could collect above  
16 the landfill that runs off the slope, those are all  
17 considered in the design, and then the biggest factor I  
18 think is you don't have any infiltration because that cap  
19 acts as a barrier and causes the water to be diverted  
20 around the site.

21 So I think the likelihood would go down  
22 considerably, but I think there -- there's maybe a remote  
23 possibility. There's always things that we don't know a  
24 hundred percent.

25 MR. BERMAN: Right, but the cap wouldn't

1 have any influence on rising deep groundwater; right? I  
2 mean, if the source of that was, in fact, groundwater that  
3 was fed from outside the landfill and below it, you know,  
4 then the cap would have made no difference; right?

5 The question I was really getting at is:  
6 Given this event, would the cap have prevented it? And  
7 the answer is probably -- but there is a scenario you  
8 could -- I'm trying to see if I understand the answer.

9 There is a scenario you can conceive of  
10 where the cap would not have prevented it?

11 MR. BOGGS: Yeah. There is a scenario, a  
12 remote one. I think it would reduce the likelihood having  
13 the cap, but there is that possibility that we don't know  
14 a hundred percent of what's going on subsurface hydro --  
15 with the hydrology.

16 MR. COOPER: And this type of cap, I  
17 believe the feasibility study recommended for landfill E  
18 is the low permeable cap, which is with, you know, this  
19 liner type material over the top of it and not just a solo  
20 cover alone. So it's got the liner along with the soil on  
21 top --

22 MR. BERMAN: Right.

23 MR. COOPER: -- so --

24 MR. BERMAN: So that kind of -- if surface  
25 water initiated, clearly the cap would work.

1 MR. COOPER: That's why I'm saying it would  
2 be highly unlikely.

3 MR. BERMAN: If it came up from below --

4 MR. COOPER: Well, that type of -- we  
5 had -- there's a big flow going down the toe and just  
6 groundwater coming up is not going to cause -- I can't --  
7 there has to be a driving force.

8 MR. BERMAN: Well --

9 MR. COOPER: Groundwater could come up and  
10 try to weaken a structure and cause subsidence, but I  
11 think this type of -- just from looking at it, you know,  
12 it looks like there was some kind of surface water  
13 feature, you know, driving that stuff down the side.

14 MR. BOGGS: The groundwater would  
15 probably -- this is way up on the side of the bank. If  
16 the groundwater's coming up, what -- the groundwater would  
17 have been surface water outside the bank long before  
18 creating a channel, and that's before there's some unique  
19 feature building it up in a unique zone in the landfill.

20 If it were really groundwater itself rising,  
21 that's too close to a slope that you'd have -- the stream  
22 would be several feet deep and out of the base of the  
23 landfill.

24 So it wasn't quite possible that it was  
25 groundwater. It would have to be more than just

1 groundwater rising high, because it would have been  
2 outside the landfill.

3 MR. BERMAN: Right. Just a general rise,  
4 but if it somehow loosened some -- something in a certain  
5 area, then there's the possibility of subsidence.

6 MR. COOPER: Right.

7 MR. BOGGS: Yeah. There's a possibility of  
8 a unique feature in there that we haven't characterized,  
9 but --

10 FACILITATOR KERN: Well, I think the --  
11 like we've seen around Northern California with these big  
12 rains, the area gets saturated, saturated, supersaturated  
13 and then just fails and it gets filled with water and  
14 slumps, so it continually surprises me what is possible.

15 All right. I have a little update on  
16 landfill E. Hopefully I have enough of these. It's a  
17 draft comment letter on landfill 8 and 10.

18 It has not been reviewed by anybody. My  
19 interpretation of our meetings and should be considered  
20 completely open to comment and rewriting. Don't feel  
21 under any pressure at all.

22 But it's a big document. I spent a lot of  
23 time on it, and I reduced it to some very basic comments  
24 on one page, so it doesn't even seem like it's possibly  
25 responding to this entire document in one page.

1                   So take a look at it, read it and we can  
2 talk about it.

3                   Sam.

4                   MR. BERMAN:   Whenever the silent prayer is  
5 over, you don't -- in the next to last paragraph, you  
6 don't want to reveal what the less expensive alternative  
7 is in this letter?

8                   FACILITATOR KERN:   Well, I did attempt at  
9 one meeting to begin to have that discussion, and I can,  
10 you know -- my credibility in creating such an alternative  
11 by myself only goes so far, but I think it was the basis  
12 for discussion, and it just didn't go very far.

13                   So I know of no other way to engage the  
14 conversation further except to say we think that one is  
15 possible and we really want to see one, and so let's keep  
16 talking about it because it seems like five million  
17 dollars to kind of sculpt the edge of that is a lot of  
18 money, to me.

19                   Julian.

20                   MR. HULTGREN:   I think maybe what Sam is --  
21 is concerned with is what I'm concerned with where it  
22 says: "We believe that an alternative is missing," and  
23 maybe instead of that, we say what you said just a minute  
24 ago, "another alternative is possible."

25                   Because when you say "one is missing," that

1 presupposes that there is one --

2 FACILITATOR KERN: Right.

3 MR. HULTGREN: -- that we're not going to  
4 tell them about.

5 FACILITATOR KERN: I see what you're  
6 saying. Yeah. We do have till the end of January to get  
7 this letter in, so people, we can read it, do a little  
8 discussion tonight, and if we're on the right track, we  
9 can finalize it at our next meeting or we can -- if people  
10 feel they need time with this, that's also open.

11 Just had to get something going on this  
12 really big task. It's a very big couple of decisions in  
13 how to proceed on this. I think it's a big challenge, but  
14 I think it's worth some more discussion.

15 Sam.

16 MR. BERMAN: There was some discussion a  
17 month -- maybe it's two months now about asking -- I don't  
18 know whether it was Cal-EPA or EPA about the particulars  
19 for the movement of the seismic considerations associated  
20 with the -- with the high cost and the fact that do we  
21 really care if there's a two foot movement of the landfill  
22 if it doesn't do anything, and the question -- the  
23 delicate question was, you know, whether the -- the regs  
24 was so severe and so broad that they didn't take into  
25 account some of the possibilities for the landfill and at



1 the same time that -- was it worth doing anything because  
2 of the potential of -- of affecting the creek.

3 So, I mean, there was some discussion about  
4 that, and I may have missed the meeting and I don't know  
5 whether it's all been resolved and --

6 FACILITATOR KERN: I don't think that was  
7 pursued any further, but neither were a variety of ideas  
8 that were brought up.

9 I mean, it seemed like there were chunks of  
10 the budget that we presented, we talked about that it just  
11 didn't go any further where it seems -- seemed legitimate  
12 comments and that we could prepare a detailed comment  
13 letter that would provide an alternative, but I'm not sure  
14 that's -- that would be as effective. But of course I'm  
15 open to your ideas.

16 MR. BOGGS: Actually, I did take one of  
17 Sam's comments to our geotechnical person that's reviewing  
18 it in Sacramento, so he's still got another week or two  
19 before his comments are going to be to me.

20 He was away for a while, but that is one of  
21 the things that I did extend to him to focus on for his  
22 analysis of the F/S.

23 Really I didn't have him look at landfill  
24 land 8 at all. There's not any severe geotech concerns.  
25 I had him focus on 10, and that's one of the questions

1 that I proposed to him was to look at are there less  
2 evolved alternatives that will provide sufficient  
3 stability for the landfill; i.e is there a cheaper way  
4 that we can stabilize the landfill.

5 So we'll see what he has to say, but your  
6 concern did get carried forward to our geotech person.

7 MR. BERMAN: Well, that has some major --  
8 major potential effects on cost, right? I mean, if it was  
9 a less stringent seismic requirement, of course -- which  
10 is driving the cost, so it would -- it would seem that  
11 maybe we need to have that information before we get to  
12 any serious discussions about what alternatives might --  
13 might be there.

14 MR. BOGGS: Now he probably isn't going to  
15 look at the seismic requirements as much as the  
16 engineering to meet those requirements, is there a cheaper  
17 way to engineer a solution.

18 I don't think he's going to evaluate the --  
19 the specs that you must have for a landfill to be stable.  
20 He's not about changing the established numbers. It's  
21 about what can you do to meet those established numbers.

22 FACILITATOR KERN: I also want to add that  
23 we discussed quite a bit that there were -- in the  
24 document, in the cost tables significant amounts of money  
25 that had to do with parking and had to do with the

1 restoration component, and as difficult as both of those  
2 subjects might be for us to explore, I thought that it was  
3 important we did to get, you know, just the remediation  
4 part of this.

5           So in addition to reducing the cost on the  
6 seismic stability, there's -- I think Brian brought up the  
7 issue while there may not be sampling at the surface,  
8 presumably if you uncover some of the material, there  
9 might be material then on the surface that would be  
10 contaminated, and that would become an issue.

11           So those are, you know, the cleanup issues  
12 that we have to deal with and then what component of the  
13 remedies are the parking lot and the aesthetic part.

14           So that's what I'm trying to get into this  
15 document, and in as broad a fashion as I can, and just  
16 saying I think there's something less expensive there for  
17 us to eke out of this.

18           My hope -- and I don't even know if I have  
19 any basis for a number of -- but I like the number two  
20 million a lot better than five million for effectively  
21 just really not doing a lot except sculpting it and people  
22 may argue with me over doing a lot more than that, but --  
23 Julie.

24           MS. CHEEVER: I think as just one person, I  
25 would like to see that paragraph if we possibly could

1 expand a little bit teeny bit more on what the other  
2 alternative would be, because when you think of who would  
3 be reading this letter, we hope some of it might be higher  
4 up people at the trust and also the board members, and  
5 they wouldn't really -- we need to get their attention and  
6 communicate with them. They wouldn't really know what we  
7 were referring to if it says there are discussions going  
8 on.

9 FACILITATOR KERN: That's true.

10 MS. CHEEVER: Maybe we could put our heads  
11 together at the committee meeting and come up with some  
12 general sentence or two that explains some of the  
13 concepts.

14 But then how do we get it circulated to RAB  
15 members to sign after the committee meeting? Is there  
16 time to do that?

17 I guess the committee meeting would be  
18 January 24th and the deadline is the end of January.

19 FACILITATOR KERN: I think we could take  
20 your comments and insert a few things now in advance of  
21 the committee meeting.

22 Sara.

23 MS. SEGAL: I know you're trying to make  
24 this a one-page letter.

25 FACILITATOR KERN: It could be --

1 MS. SEGAL: So when you talk about that  
2 some of this cost associated with remedies 5A and 5B are  
3 inflated, those are not the same as the -- the parking and  
4 restoration component are included in the remedies.

5 I forgot what we talked about, the costs  
6 that were added, but I think that that -- the sentence  
7 that way again, again, as Julie was saying, if one reads  
8 it other than the folks here that discussed, it needs a  
9 little more definition or explanation, and I think it  
10 would be fine to say, although I don't think that's part  
11 of the inflated cost. I think that's another thing, talk  
12 about parking and restoration, that those costs are  
13 included, and that's another way of getting those costs  
14 out of the remediation pool.

15 MR. COOPER: Just for clarification. I  
16 said this before. The parking lot's not going to be paid  
17 for from those funds, and they're only sharing the  
18 revegetation from other funds and they're cost sharing  
19 with us.

20 If you want to have -- you can say it's our  
21 understanding that, yeah.

22 MS. SEGAL: Fine. Then we shouldn't say  
23 that.

24 MR. ULLENSVANG: I didn't think we were  
25 cost sharing part of that.

1 MR. COOPER: Okay. The land grant money,  
2 you're not putting any --

3 MR. ULLENSVANG: I believe that's the Baker  
4 Beach site.

5 MR. FREY: There have been additional  
6 attempts to get money, but the land fund has only gone  
7 toward the Baker Beach project.

8 MR. ULLENSVANG: We have not gotten  
9 additional money yet.

10 MR. COOPER: Okay.

11 MS. SEGAL: But anyhow, I think that we  
12 shouldn't -- that shouldn't be a defining kind of an  
13 explanation. We know the park is not going to be paid  
14 through through remediation.

15 MR. COOPER: The parking lot for sure. The  
16 reveg -- we typically pay for first planting in all of the  
17 sites. That's not --

18 MS. SEGAL: I don't think we have to go  
19 into that kind of detail.

20 MR. ULLENSVANG: That's typical for a  
21 landfill cover anywhere in the country. The first  
22 vegetation on a landfill would be part of the construction  
23 project.

24 MR. COOPER: Right.

25 MS. SEGAL: Reclamation.

1 MR. COOPER: Right.

2 FACILITATOR KERN: And I appreciate those  
3 discussions and precedent and I'm just trying to point out  
4 from my look at the cost that what we try and do together  
5 seemed to indicate that there were portions of money that  
6 you can take out and it wouldn't affect the remedy, and  
7 that needs to be looked at.

8 I am the first one in line raising my hand  
9 saying I want this place restored with beautiful plants  
10 and deer and elk and bison and, you know, black bear and  
11 even a few grizzlies, wolves. Let's get them all in here,  
12 but, you know, we're dealing with this budget issue.

13 So I just want to be really attentive to  
14 that and just get it out on the table so we know what  
15 we're agreeing to.

16 So I will try to add the detail in some  
17 fashion that talks about why I think the landfill 8 costs  
18 are inflated. There are a few numbers that I could put in  
19 there that I think would suggest -- you know, give some  
20 reasons, and I think we -- I could expand on the third  
21 paragraph, as well.

22 So I'll do that and then send it out again  
23 via e-mail, and then people can comment back and forth  
24 before the meeting and then we'll try to have something by  
25 the next committee meeting to see if we can really hammer

1 it out.

2 We can see if we can agree at the meeting.  
3 If we can't, we'll just keep going until we get something  
4 by the end of the month, but that's the deadline.

5 MS. CLEEK: Can I ask a question? Because  
6 this is addressed to Craig and Bob. Who else will see it?  
7 Or do they just take our comments and then present them to  
8 the board or management or whatever?

9 I mean, who beyond these two who know us and  
10 hear our comments and concerns and has some depth behind  
11 the words here are going to actually read the letter  
12 itself?

13 FACILITATOR KERN: I think there are --  
14 that's a discretionary thing on Bob and Craig's part.  
15 It's their choice. I won't speak for them, but it depends  
16 on their situation.

17 If somebody said, "Why is the RAB holding  
18 this thing up?" well they can give them a piece of paper  
19 or they might agree with us. I don't -- and they'll just  
20 decide to go back to the drawing board, but I don't know.  
21 I'll let --

22 MR. BOGGS: Typically it's something like  
23 this: I'd brief my immediate supervisor about it. Most  
24 likely with this, he'd just want to make sure that the  
25 RAB's concerns were being addressed.



1 MS. CLEEK: Mm-hmm.

2 MR. BOGGS: And if it were an issue beyond  
3 what I see here that I think you -- personally I think  
4 your concerns should be addressed, then it might go  
5 further, but I think with this particular one, my  
6 supervisor's going to look at it and say -- make it  
7 happen.

8 MS. CLEEK: There's no real need, then, to  
9 create a huge document with lots of detail and what you  
10 want to do. You just want to get the -- a few maybe more  
11 points in the letter, but you don't really have to go into  
12 great lengths in this particular one.

13 FACILITATOR KERN: I agree with you, and I  
14 think I would put in a little bit more to satisfy these  
15 concerns, but there's such a great amount of detail in  
16 here that you would not want to go into some massive  
17 explanation.

18 MS. CHEEVER: I think like Bob was kind  
19 enough to tell us what happened to a letter he received.

20 Craig, what would happen to a letter sent to  
21 you? In other words, what would happen to a letter sent  
22 to you?

23 MR. COOPER: For example, I got a letter on  
24 the main installation sites feasibility study, a real long  
25 one, which I've written you back in writing about.

1                   Generally, you know, that one was so long, I  
2 might have mentioned to my boss I got a long comment  
3 letter from the RAB. If there was something in there that  
4 I felt like I couldn't, you know, respond in a fair and  
5 direct fashion or, you know, something that I was  
6 struggling with that I didn't know what to do with this  
7 comment, that there was more kind of a policy level or  
8 something like that, I would talk to him about it, but,  
9 you know, for the main installation site, that was  
10 primarily myself and Brian, you know, working through the  
11 comments and trying to come up with the best responses we  
12 can.

13                   On this one, if it's -- it seems like it's  
14 going to be shorter and could be more policy driven than  
15 the one on the main installation site was very technical,  
16 you had a comment about concentration and zinc at site X,  
17 you know, which the bosses are not really going to -- you  
18 know, respond very well to comments like that, at least my  
19 boss.

20                   Maybe Bob's boss, he does this type work,  
21 but if you write more of a policy level, you know, letter  
22 on that, we disagree with the general at landfill 10, that  
23 there could be a much cheaper remedy if seismic stability  
24 is handled in a different way, that, you know, would get  
25 his interest a lot.

1 MR. HULTGREN: Whose?

2 MR. COOPER: My boss.

3 MS. CHEEVER: Being the executive director  
4 or somebody else?

5 MR. COOPER: Well, I would probably just  
6 report it to my boss, but, you know, I know that Craig  
7 Middleton is, you know -- just based on the meeting, just  
8 like what Doug was saying, he's looking for ways to  
9 control cost, as well, and if we can shave three million  
10 dollars off of this site remedy and DTSC and the Regional  
11 Board feel like it's -- and still approve that site  
12 remedy, you know, they would be all in favor of that.

13 I don't know if I answered your question  
14 directly, but if it's more policy level, I would certainly  
15 talk to him about it, you know, and then he would say,  
16 "Well, how are you going to respond?" and if it's a  
17 policy -- if it's within my, you know, jurisdiction to,  
18 you know, answer, I would answer it, but I think that  
19 you're really driving at more of a DTSC question.

20 I mean, the feasibility study is basically  
21 Trust understanding of the site situation and what our  
22 best, you know, recommendation on how to remedy both of  
23 these sites are in that feasibility study, so that's --  
24 that's kind of our, you know, tentative recommendations.

25 If the RAB and DTSC can come up with, you

1 know, something that we -- an alternative remedy that  
2 we've missed somehow, you know, we're certainly open to  
3 that, you know, yeah, because things aren't decided until  
4 our Remedial Action Plan is written.

5 FACILITATOR KERN: Jan.

6 MS. BLUM: I don't still fully understand  
7 all of the processes yet, so I'm going to probably ask a  
8 silly question here.

9 MR. COOPER: Mm-hmm.

10 MS. BLUM: We have hired a contractor to  
11 evaluate potential remedies.

12 MR. COOPER: Mm-hmm.

13 MS. BLUM: Are we then required to use that  
14 contractor for the remedy or can we send out their options  
15 for competitive bidding?

16 MR. COOPER: You mean for the construction  
17 phase?

18 MS. BLUM: Yes.

19 MR. COOPER: Yes. For the construction  
20 phase, yes. That's always bid out. The consultant that  
21 doesn't --

22 MR. ULLENSVANG: The consultant doesn't bid  
23 on the different alternatives?

24 MR. COOPER: Right.

25 MR. ULLENSVANG: You don't take each of the

1 alternatives and bid for a price and pick one amongst  
2 that?

3 MR. COOPER: Correct.

4 MR. ULLENSVANG: You pick an alternative  
5 first and then you bid different people to build that  
6 alternative.

7 MS. BLUM: Then we're really getting one --  
8 we're still using one -- one set of brains, it seems to  
9 me, on what the possibilities are, and if that set of  
10 brains isn't looking at all of the aspects of the remedy,  
11 then we still may not save money if we haven't been  
12 inventive enough. I guess that's the point I'm trying to  
13 make.

14 MR. COOPER: Mm-hmm.

15 MS. BLUM: Even though we might pick a  
16 remedy, do we have to say A-B-C instead of 1-2-3? Do they  
17 have to stay within the extreme format of the remedy  
18 that's required or can they save money? That's really my  
19 question.

20 MR. COOPER: Yeah. The answer is yes, they  
21 can save money as long as it complies with state and  
22 federal law, and we tried to find the cheapest remedy that  
23 complies with state and federal law and that's alternative  
24 2 for landfill 10, and that -- you know, if DTSC can  
25 figure out a way for that alternative to be constructed

1 like I think that's the way Bob was going to, to be  
2 constructed in a way that's a lot cheaper that will still  
3 comply with ARARs, with state and federal law, we're all  
4 in favor of it.

5 MS. BLUM: Okay.

6 MR. COOPER: Yeah.

7 FACILITATOR KERN: So does anybody have any  
8 major objections at this point with the general theme of  
9 the letter? I mean, I can pursue some of the details.

10 I feel we're on -- on very solid ground  
11 making these recommendations and there are a lot of  
12 reasons that I could go in to and I think that you could  
13 also bring up that are -- I think that are kind of common  
14 sense.

15 I look at the massive amount of work that  
16 was done over it fillsite 6 for about five million  
17 dollars, and that seems a huge improvement to the  
18 Presidio.

19 So that's one of the benchmarks that I look  
20 at if we're going to spend a lot of money, what are we  
21 going to get out of it.

22 If I'm missing something on this, then I'm  
23 open to be educated, but so far, as we've talked about it  
24 over these last months and we have really gotten into the  
25 details, we've made models. We've really dug into this,

1 so to speak.

2 I just -- in one night, I crafted that two  
3 million dollar alternative and maybe people thought it was  
4 a little bit farcical, but I think in the basis -- the  
5 basis in that alternative, there's something worth  
6 pursuing, and I -- and I think engineers and others  
7 that -- if given the task, could come up with such an  
8 alternative and we can examine that, and I think we should  
9 be -- we should look at that. That's for landfill 10.

10 To answer Sara's question on landfill 8,  
11 I'm -- it seems like there's huge amounts of money for  
12 engineering, for just little bits of excavation, and I  
13 cannot fathom why it should cost almost four million  
14 dollars for that site, so I'm -- that's why I add that  
15 little bit about the costs are inflated.

16 So it's just my own thinking as we've  
17 discussed it these months. That's why this has saddled  
18 out.

19 I'll make the additions and get them out to  
20 you via e-mail. Tell me what you think at the next  
21 meeting.

22 MR. HULTGREN: Doug.

23 FACILITATOR KERN: Julian.

24 MR. HULTGREN: At the committee meeting,  
25 then, we will consider this whole issue; right?

1 FACILITATOR KERN: I think so. I think we  
2 have to either decide that we can agree, or if we can't  
3 agree, we'll have to come up with some comment --

4 MR. HULTGREN: Mm-hmm.

5 FACILITATOR KERN: -- because this has gone  
6 on for some couple of years.

7 MR. HULTGREN: Can you at that time give us  
8 a brief explanation of what you think our position should  
9 be as expressed here --

10 FACILITATOR KERN: Sure.

11 MR. HULTGREN: -- or what's behind this?

12 FACILITATOR KERN: Certainly.

13 MR. HULTGREN: I'm wondering. Craig will  
14 be at that meeting, as well, and could defend the  
15 engineering costs that Doug feels and maybe the rest of us  
16 do, too, are inflated.

17 I mean, not -- you don't have to do it  
18 detail by detail, but could you give us some idea why you  
19 arrived at those engineering costs at that meeting?

20 MR. COOPER: On the 24th?

21 MR. HULTGREN: Yeah.

22 MR. COOPER: Okay.

23 MR. HULTGREN: Just so we have some feeling  
24 for whether we're supportive of the idea here as well as  
25 the way it's expressed.



1 FACILITATOR KERN: Perfect. That seems  
2 fair.

3 All right. Moving on to this resolution,  
4 does everybody have a copy? It was at the front as you  
5 entered. It's been e-mailed out a few times.

6 Has everybody had a chance to review it?  
7 This last one has a few additions or changes from  
8 yesterday, and I've received some other comments from  
9 another RAB member tonight on wording. Maybe I should  
10 offer a little explanation about what this is about.

11 MR. COOPER: Doug, can I start?

12 There was just a little confusion about the  
13 most recent version. I just want to make sure that  
14 everybody has -- on the bottom of theirs, it should say:  
15 "January 10." If you don't have the one that says:  
16 "January 10th," throw it away and get one that does.

17 Thanks.

18 FACILITATOR KERN: Thank you.

19 Oh, yeah. The old one had a cut and paste  
20 from a previous resolution, so -- anyway, so the  
21 background of this is we've been pursuing the cost, a  
22 tracking system. We've had a lot of discussion back and  
23 forth and feedback.

24 We asked for and over the course of a few  
25 months finally arranged a meeting with Craig Middleton and

1 Jeff Deis and Craig Cooper. Mark, Jan and I went to that  
2 meeting. It was a very good meeting, and at that meeting,  
3 one of the things it was recommended we could do is sit  
4 down at the table and, you know, knock this thing around  
5 and figure out where we can streamline costs; that all the  
6 parties to this, if working as a team, could figure this  
7 out, and rather than having cost or budget shortfalls that  
8 seemed -- that may legitimately be escalating each  
9 quarter, we will figure out how we can together still make  
10 sure all the parties get what they need, and for the most  
11 part, stay within the budget and clean up the Presidio.

12 So that's the background of this. I think  
13 all the parties, the regulatory agencies, the Trust, the  
14 Park Service, the RAB, community, want to see a  
15 comprehensive cleanup that is somewhat within a prescribed  
16 schedule and within the budget, that we don't have to look  
17 out some point and say, "Wow, we're fifteen million over.  
18 Where are we going to get that money? I don't know. It's  
19 going to be impossible. How can we do that? We're going  
20 to have to cut corners and let's start cutting corners  
21 here now and this place and that place" and who knows  
22 where that's going to go.

23 We still want -- and I think we have so  
24 much -- so many years of combined experience among all the  
25 parties that if we effectively put the program on the

1 table and begin to discuss issues, that we can get  
2 creative and figure out how to do it.

3 I have every confidence that that is  
4 possible, and so that's the -- the reason behind this, and  
5 what I saw in doing this was that we could have a  
6 discussion that Bob and Craig and Brian go back to their  
7 management and say, "Is this possible?"

8 We could convene and discuss issues that we  
9 felt were important, the RAB members. Everybody could  
10 talk about this and say what do we want to get out of such  
11 a meeting or series of meetings.

12 We could -- you know, after this, if we  
13 approve something like this resolution, we could write  
14 letters requesting all the agencies come to such a meeting  
15 and they could respond to us via letter.

16 That would be one mechanism, and then we  
17 could see what would happen, but as of right now, with the  
18 set of remedies and the current conditions, we're -- we're  
19 over the budget and we're going to have to deal with that  
20 in some fashion.

21 It doesn't seem like we're finding ways  
22 right now to really trim costs. Things are just  
23 escalating.

24 So -- yes. Peter and Julian.

25 MR. O'HARA: I have a question for Bob, and

1 that is, does your department or your agency work on  
2 creative solutions, or do you simply respond and approve  
3 the solutions that are submitted to you for approval?

4 In other words, is what is being proposed  
5 here -- does it violate a protocol that your agency has in  
6 terms of becoming involved in the solution or do you  
7 simply react to solutions that are handed to you for  
8 approval?

9 MR. BOGGS: No. We will actively work with  
10 any project proponent to find solutions, A, to streamline  
11 the process, to have it move better, to do more  
12 efficiently and more cost effectively.

13 So for something like this, with respect to  
14 this meeting, at a minimum, yes, I would show up for such  
15 a meeting and participate fully, and depending on how  
16 crucial my management thought this might be, my supervisor  
17 or even somebody higher would possibly show up if it  
18 became a critical issue.

19 But at this point, my agency's response to  
20 this resolution would be that we'd be at the table  
21 participating.

22 MR. O'HARA: Thank you.

23 FACILITATOR KERN: Julian.

24 MR. HULTGREN: A question. Was this idea  
25 of the general meeting a uniform consensus of all the

1 parties to that -- to that meeting that you mentioned?

2 FACILITATOR KERN: Well, it was only the  
3 Trust at the meeting that we were at.

4 MR. HULTGREN: Was it a -- acceptable and  
5 agreeable and a good idea?

6 FACILITATOR KERN: My impression --

7 MR. HULTGREN: Was there discussion, I  
8 guess?

9 FACILITATOR KERN: Yes, there was, and it  
10 seemed like, you know, as managers, they said, "Yeah, that  
11 makes sense. Let's get people around the table and talk  
12 about this."

13 So I -- at least from my perspective from  
14 the Trust management -- and Craig would be more  
15 appropriate to speak -- that was my impression.

16 MR. HULTGREN: I would like to suggest,  
17 then, one thing for consideration, that you might want to  
18 consider putting into the resolution something to that  
19 effect, that -- in better words, of course -- that there  
20 was such a meeting held and the understanding or the  
21 wishes or understanding or whatever of the Trust and the  
22 RAB was that it would be beneficial to have a meeting of  
23 these various parties to discuss the things that you're  
24 talking about here.

25 That sort of left vacant in this resolution

1 about how this idea occurred to us.

2 MS. SEGAL: Doug.

3 FACILITATOR KERN: Yes, Sara.

4 MS. SEGAL: The resolution's coming from us  
5 and we're asking for perhaps a summit meeting, although  
6 that language isn't anywhere in the resolution. You talk  
7 about the convening parties.

8 So I think it should actually say we want --  
9 we want a summit meeting or a convened meeting -- or  
10 whatever word you want to use -- within the next six  
11 months if the budget keeps going.

12 I think there should be -- it's coming from  
13 the RAB and it will go to these parties, apparently. It  
14 will go to all these parties? Is that right or wrong?

15 FACILITATOR KERN: One possibility would be  
16 to leave out some of the exact details of what it would be  
17 called and when it would be, but to at least get the idea  
18 that such a meeting is a good idea, and then write a  
19 letter to each agency and attach this resolution --

20 MS. SEGAL: Right.

21 FACILITATOR KERN: -- to it with more  
22 specific details, because their -- yes, please.

23 MS. SEGAL: The resolution could say we  
24 think there should be a summit meeting or a meeting -- I  
25 think that's what you're trying to say, so why not say

1 that, but also, are we at 99 million or a hundred million?  
2 How has that figure changed?

3 FACILITATOR KERN: That's actually what it  
4 has always been. Even though we say it was a hundred  
5 million, the Army at some point advanced their last  
6 payment more quickly and they got a deal for doing that.

7 MS. SEGAL: The annual report says a  
8 hundred million.

9 FACILITATOR KERN: Julian and Sam.

10 MR. HULTGREN: I don't think that this  
11 resolution would really properly be addressed to the  
12 Trust. This is our resolution of what we are resolving.

13 FACILITATOR KERN: Right.

14 MR. HULTGREN: And I think -- I'd like to  
15 rather see it specifically say that -- that we resolve --  
16 one of the resolutions is that where it's appropriate or  
17 if not a named party, that the RAB shall prepare a  
18 letter -- prepare and send to the Trust and to those other  
19 parties a letter strongly recommending this kind of a  
20 meeting, and attaching to this letter a copy of this  
21 resolution.

22 FACILITATOR KERN: Michelle.

23 MS. PASSERO: I'm sorry. Sam and Michelle.

24 MR. BERMAN: I got a couple comments.

25 FACILITATOR KERN: Yes.

1                   MR. BERMAN:   First, when I read this, I  
2   thought it was not very clear in what was really wanted,  
3   and then I read it again, and then I thought it was very  
4   clever because maybe it's not appropriate at this moment  
5   to be very, very specific.

6                   So there's something underlying here that I  
7   think is rather important, which is -- is to bring up the  
8   idea of having a -- a special group to look at this  
9   problem, and whether it's a single meeting or an ongoing  
10   exercise could be specified in your -- in the -- the later  
11   letter.

12                  But I think the purpose of this is to say  
13   that the present arrangements for dealing with this are  
14   not sufficient, that something more is needed, and I would  
15   not attach -- I'd be very much against attaching a very  
16   specific letter because this is the kind of thing which  
17   in -- in fact, it would be ideal if Craig said -- Craig  
18   Middleton said, "This is a good idea. I'm going to put  
19   together an august committee and request that the other  
20   agencies be involved, and to me, that letter coming from  
21   Craig Middleton would be the best of all possibilities.

22                  And so -- and I don't see why that's out of  
23   the realm of possibility, because he's really aware of  
24   this issue and is as probably concerned about it as Craig  
25   Cooper and Brian.



1                   So I think a letter coming from us at this  
2 time is -- attached to this thing is really second-  
3 guessing what might happen, and -- because it -- a letter  
4 from Craig Middleton saying that he would like to see a  
5 committee like this in operation for a couple of years  
6 with regular meetings would be to me the best possible  
7 outcome, and I don't see at this moment why that isn't a  
8 possibility.

9                   So by us writing a specific letter, we're  
10 really almost shooting ourselves in the foot given that  
11 Craig Middleton might, in fact, propose this committee and  
12 we're just saying that as the public body out there  
13 looking over the shoulders of people that we think it's a  
14 good idea, and it's much better that they take that little  
15 prompting and act on it.

16                   Now if they don't act on it and nothing  
17 happens, then I think we can write a specific letter and  
18 say: "You're not responding to our resolution. We  
19 think's nothing's happening and you're not dealing with  
20 this issue. Here's what we think should be done."

21                   So I like the logic that you laid out  
22 initially and let's see what happens, and in some future  
23 meetings that people like Craig Middleton might have, he  
24 might be willing to generate such a letter, because to me,  
25 that would be the most effective way of dealing with this

1 and get everybody into it right away.

2 FACILITATOR KERN: Michelle and then we'll  
3 go back this way.

4 MS. PASSERO: Well, my comment is not  
5 related to this. So maybe it seems like there's  
6 responding comments to what Sam said.

7 MS. SEGAL: I just wanted to ask. Except  
8 for when we talk about the convening parties, Craig  
9 Cooper, don't these parties, Presidio Trust, Park Service  
10 and the regulatory agencies, aren't there regular meetings  
11 with the principals of those agencies anyhow?

12 It's not like -- are there not? They're  
13 not. It's an unusual occurrence that those four folks get  
14 around the table?

15 MR. COOPER: Right, like Bob's boss and  
16 Nevender's boss and my boss, that's unusual.

17 MR. BERMAN: See. That's why the letter  
18 from Middleton.

19 MS. SEGAL: I thought that would have been  
20 something that they would have -- not monthly, but  
21 something, maybe. Okay.

22 MR. COOPER: My boss and Brian's boss meet  
23 on a regular basis, but that's not normal --

24 MS. SEGAL: No.

25 MR. COOPER: -- for project bosses from

1 regulatory agencies.

2 If there's a big clash oftentimes, but  
3 that's when bosses get involved, but -- when things are  
4 like going along --

5 MS. SEGAL: But the whole issue here is the  
6 budget and being able to do the job every agency's trying  
7 to do just to clean up the park and have it function.

8 MR. COOPER: If I could intervene here.  
9 The meeting with Nevender's boss and Bob's boss, that  
10 would be more like a summit to try to reinvigorate  
11 everybody and we would have an opportunity to describe  
12 our -- our struggles with -- and Brian's boss, as well, of  
13 getting -- planning and engineering documents through the  
14 mill and, you know, -- and then everybody else would talk  
15 about their -- their concerns and their constraints, as  
16 well, and at least for -- I think it's important for my  
17 bosses to hear that other -- what's in the mind of other  
18 agencies, as well.

19 MS. SEGAL: That doesn't happen.

20 MR. COOPER: People are not out there to  
21 screw things up and make things more expensive and more  
22 complicated, you know.

23 So that would be my concept of a one -- have  
24 a one-day summit, you know, meeting amongst the, you know,  
25 bosses of these four agencies.

1                   Then the other idea is this kind of series,  
2 this committee thing in which -- which really was started,  
3 you know, last year with Dave Sutter and Doug and so on,  
4 that we were kind of meeting on a regular basis talking  
5 about cost tracking issues, and, you know, we could  
6 recommence that, as well, but that's not something that I  
7 think that bosses, you know -- you know what I mean?

8                   MS. SEGAL:     Yeah.

9                   MR. COOPER:    That's too much minutiae for  
10 them.

11                  FACILITATOR KERN:   Karen.

12                  MS. CLEEK:    I don't necessarily think that  
13 the highest level of management needs to, you know,  
14 participate in these meetings that you're talking about on  
15 an ongoing basis about budget, but isn't there a level  
16 above the project managers that are reviewing the budget  
17 and commenting on -- that it's running over and looking at  
18 alternatives and isn't there some sort of working group,  
19 or is it only the Presidio Trust that is concerned with  
20 the budget and these other agencies --

21                  MR. COOPER:    Right.

22                  MS. CLEEK:    -- or advisory, but the budget  
23 is not their pursue?

24                  MR. COOPER:    Correct. My boss questions me  
25 all the time, you know. Every PR that goes through the

1 system, what's this for, explain to me how this  
2 contributes to, you know, getting the job done. Is it  
3 required by --

4 MS. CLEEK: But that's like on a very  
5 detailed --

6 MR. COOPER: But the regulators are not  
7 really concerned about cost, per se. They're concerned  
8 about it. It's in the evaluation criteria, but it's one  
9 of many evaluation criteria that they --

10 MS. CLEEK: Right.

11 MR. COOPER: -- are very concerned about.

12 MS. CLEEK: I'm not talking about specific  
13 cost per project. Now we've laid out the next, you know,  
14 three years' worth of projects and it's obvious that this  
15 whole process is going to run over what the Army has  
16 funded.

17 What are we going to do? Trying to solve  
18 that problem within the -- the Presidio Trust.

19 Isn't there a working committee of some sort  
20 that's already working on this? Or is it just that "well,  
21 we know it's a problem, but we're moving ahead, anyway"?

22 MR. COOPER: Solve this problem. You  
23 mean -- well --

24 MS. CLEEK: Fund the shortfall.

25 MR. COOPER: Oh, sure. We're looking at

1 basically a two-pronged project. Number one is how can we  
2 save money, you know, and implement a remediation program  
3 at a lower cost.

4 But at the same time, we're looking at if --  
5 if there is going to be an overage, you know, how are we  
6 going to pay for the coverage, you know.

7 MS. CLEEK: And who is that group?

8 MR. COOPER: The insurance and/or the Army.

9 MS. CLEEK: Who makes up that group that's  
10 looking at these issues?

11 MR. COOPER: Me and my -- as far as -- as  
12 far as the cost overrun -- paying for the potential --  
13 ideas to pay for the coverage? Me and my environmental  
14 attorney for the most part.

15 MS. CLEEK: I guess I have -- I think I  
16 have a problem with that, and I guess that's really the  
17 whole point of the resolution, really, and eventual  
18 working group, that it just feels like it should be  
19 somewhere up above that with a -- I don't know.

20 I'm not -- I don't know how to call it  
21 within the management structure, but somewhere above the  
22 project group that someone should be like overseeing the  
23 process and looking for alternatives or whatever now, and  
24 that's why -- I think this resolution's really great,  
25 actually, and I -- and it's something that's been

1     bothering me the whole time I've been on the RAB is I  
2     always feel like things are happening at a project level,  
3     but I'm looking for that oversight that I expect to see  
4     from, you know, another level up, and I always feel like  
5     it's not happening the way I would expect, and maybe it is  
6     and I don't understand it.

7                 You know, I would just like to feel more  
8     comfortable that that's really happening.

9                 FACILITATOR KERN:    I think you're really on  
10    to the basis for this, and part of it is this task is  
11    extremely complex, and the people around this table,  
12    Nevender and Bob and Brian and Craig, they know far more  
13    than they can even begin to tell their bosses.

14                They can brief them, but the details are --  
15    you know, they're immense and they're complex, and I think  
16    also we know among our collective knowledge quite a bit  
17    more than a lot of folks outside this room, and so  
18    bringing that together in a spirit of cooperation could do  
19    a lot, and that's what this is about, is to say:  Wow, we  
20    got this program going about five, six years ago.  You  
21    know, we've spent about a third of the money.  Let's look  
22    at it while we still have time and figure out if there are  
23    ways we can do a course change, get a lot done and still  
24    clean all things up without having to go, "Oh, my God."

25                It just seems fiscally prudent to do it now

1    rather than wait.  We truly did end up fifteen, twenty  
2    million over.  Oh, gosh.  We should have looked at this  
3    earlier.

4                   Well, that's what we're proposing to do, and  
5   the people around this table are the best people to do it.  
6                   Sam.

7 MR. BERMAN: I have a topic that I would  
8 like to see happen at this summit meeting, which is --  
9 here's a scenario that I envision:

10                   The work is done, it's 32 million over  
11 the -- the moneys that were -- plus interest that were  
12 devoted for it and the internal costs of Presidio staff is  
13 31 million, and Zurich has denied that such costs are  
14 chargeable.

15 I have never understood whether that  
16 language is explicit in the policy and whether the  
17 Presidio Trust has ever challenged Zurich on this, and so  
18 the particular issue that I would think is extremely  
19 important to deal with at this summit level is who has the  
20 authority to act on whether those -- to challenge it, to  
21 redo the budget accounting in such a way.

22                   Because inevitably those numbers that I  
23   quoted are approximately right from when you look at in  
24   terms of the projections.

25                    So you could have a situation in the end



1 where there's a 32 million dollar overrun and a six  
2 million dollar insurance policy, and of course Zurich is  
3 not liable for anything.

4 I mean --

5 MR. COOPER: Right.

6 MR. BERMAN: -- to present that to the  
7 public to me is absolutely super ugly.

8 So I think that an extremely prominent issue  
9 right up-front is how to deal with the -- with the  
10 internal costs, and -- I mean, we've never been -- we've  
11 been -- when we ask for specific language in the  
12 agreements from -- from the Trust and -- and Zurich, we've  
13 been denied the language. We don't really know.

14 Has the Trust legal department ever  
15 considered a challenge to that? It seems to me these are  
16 the kind of issues that -- this is an extremely important  
17 issue and it can only be addressed by the upper people. I  
18 don't think that's something that Craig Cooper should take  
19 as his responsibility.

20 MR. COOPER: But I have, and in fact it's  
21 not -- the fact that our administrative costs are not  
22 allowable expenditures under our cost overrun insurance is  
23 not even something to challenge.

24 The Trust understood that going -- when we  
25 bought that insurance policy. That's not contestable.

1                   What is internal debate going on right now  
2 at the Presidio Trust is that the funds -- the money to  
3 fund our administrative costs, should it to continue to  
4 come from the Army funds or should starting in FY '06 or  
5 FY '07 start to be funded from Trust general funds.

6                   That's the internal debate that we're having  
7 right now in the Presidio Trust.

8                   I for -- for several months now have been  
9 doing everything in my power to explain to my bosses  
10 that -- the need to transfer our administrative funds off  
11 our remediation fund and on to the Trust general fund as  
12 soon as possible.

13                   That's the whole concept of my two-pronged  
14 approach to try to keep costs down, but also to position  
15 ourselves as best -- as best as possible to tap into the  
16 cost overrun insurance if we can.

17                   Not only -- that to me only makes sense.

18                   FACILITATOR KERN:   If I could --

19                   MR. BERMAN:   I'm confused -- I'm confused  
20 on this issue because I know the language that says  
21 administrative cost. We've been told that, but is it for  
22 the engineer like George Ford? Is that an administration  
23 cost?

24                   MR. COOPER:   Yes.

25                   MR. BERMAN:   Why is that? He's as

1 technical -- doing as technical work as much as any  
2 contractors.

3 MR. COOPER: Again, you're barking up the  
4 wrong tree. That's a done deal. That's a policy.

5 MR. BERMAN: Who defines what  
6 administration is?

7 MR. COOPER: Trust staff.

8 MR. BERMAN: And is there language that  
9 says what that is?

10 MR. COOPER: Yes.

11 MR. BERMAN: And it says that every Trust  
12 staff is working on this project, whether it's an engineer  
13 or a geophysicist, that's considered administration?

14 MR. COOPER: Yes, unless otherwise endorsed  
15 by Zurich, and I do try to get certain use of Trust staff  
16 where I can -- where it's cheaper than getting an outside  
17 contractor.

18 I have gotten like twenty special  
19 endorsements now on various issues, and many of them are  
20 for saying, "I want to use Trust staff to do this piece of  
21 the project."

22 Zurich will endorse that and then those  
23 Trust staff costs become chargeable, but it's been just  
24 bit -- bits and pieces here and there by in large.

25 FACILITATOR KERN: That could be one of the

1 issues that is discussed, and I -- but I don't necessarily  
2 want to get into all of the things that could be  
3 discussed, and I've been negligent in getting back to  
4 Michelle.

5 MS. PASSERO: It's kind of related to what  
6 you're saying. I guess in the last paragraph where we say  
7 that "we believe that remediation can happen within the  
8 available funds," and so my question is -- I'm not sure --  
9 I hope that's the case, but if not, then should there be  
10 something in here that says, you know, every effort -- we  
11 think that it's possible and every effort should be made  
12 to operate within existing funds, but in the -- there  
13 needs to be a plan for the event that it doesn't happen,  
14 and that there are opportunities to do so, you know, and  
15 somehow capture the idea of Craig talking about the two-  
16 pronged approach and also talking to maybe administrative  
17 costs, but something to that effect that captures that.

18 FACILITATOR KERN: I agree with you on  
19 that. I think it was -- it was an attempt to like squeeze  
20 the thing a little bit to say, you know, what would be the  
21 true goal of this is to try to get people to think back  
22 towards things that wouldn't be inflated costs and just  
23 spending and spending.

24 MR. COOPER: Mm-hmm.

25 FACILITATOR KERN: But I appreciate that

1 comment, and I think that may be the reality of it.

2 MR. BUDROE: Two comments. One would be on  
3 that last paragraph, if you drop the "within the available  
4 funds" mention, then it reads: "To comprehensively  
5 accomplish a comprehensive remediation," kind of  
6 redundant, and that's only true and just don't even talk  
7 about available funds. Wherever you -- you find the money  
8 you need to do the job.

9 FACILITATOR KERN: Sure.

10 MR. BUDROE: So that's one thing.

11 FACILITATOR KERN: Okay.

12 MR. BUDROE: Number two, with, for example,  
13 the issue of what's going to be brought up at this meeting  
14 if this meeting comes off, one thing I would suggest is  
15 that there are some things that really regulatory agencies  
16 or even the MPS aren't going to enter into, so whatever  
17 topics are brought up need to be something that all the  
18 parties, all the parties actually have involvement with,  
19 and like Zurich, for example, you know, impinges on the  
20 project, but in the end, it's really between the Trust and  
21 Zurich.

22 MR. COOPER: Right.

23 MR. BUDROE: The regulatory agencies, for  
24 example, have got nothing to say about it. So you want to  
25 make sure that whatever the agenda items are for that

1 meeting, that they really engage everybody who's going to  
2 be at the meeting, that everybody will have the -- it's in  
3 their sphere of influence.

4 FACILITATOR KERN: Jan.

5 MS. BLUM: I would just like to say that I  
6 definitely support the concept of the resolution and the  
7 timing, and just to address an issue that Karen had with  
8 this -- the RAB working so hard with Craig to get things  
9 going in the way that we all want them to go and get  
10 primary clean closures and so on, this is the first time  
11 that Craig Middleton has had adequate staff to help him.

12 Otherwise, we would have had to reach out to  
13 him over Craig Cooper, but now we have Jeff Deis who is  
14 directly involved with the bottom line management of this  
15 particular area.

16 So I feel in that sense that Craig finally  
17 has the ears that he needs to -- to drive this issue up,  
18 and our timing is right because the individuals are now in  
19 place and everybody has some breathing space to consider  
20 this large amount of money.

21 So while we've been plotting ahead with all  
22 of the remediation efforts, I think for the first time the  
23 Trust now has the personnel in place to actually sit down  
24 and really work on the issue which they think is also very  
25 important.

1                   So what I'm trying to say in the long way so  
2   that our timing is right and they're very interested and  
3   aware of this particular issue now for really I think the  
4   first time, and the other piece of that is that all the  
5   good work that Craig has done in terms of cost tracking.  
6   So now we have data and the numbers.

7                   FACILITATOR KERN:     Julian.

8                   MR. LUIKART:     Aren't you willing to accept  
9   less than full remediation from them for 8 and 10? Isn't  
10   that what we just addressed in the previous topic?

11                  FACILITATOR KERN:     It seemed like for  
12   landfill 10, it was never part of anybody's budget to  
13   totally take that out. That was -

14                  MR. LUIKART:     It is less than full  
15   remediation? So I see -- I'm just saying I think that's a  
16   conflict.

17                  FACILITATOR KERN:     Okay. The word  
18   "comprehensive," then. "Will not accept less than a fully  
19   remediated park." We're not saying that in 8 and 10.

20                  MR. COOPER:     Fully remediate does not  
21   necessarily mean clean closure. If you mean clean closure  
22   at every remediation site, you should say that.

23                  MR. LUIKART:     That's what I want a  
24   clarification on. It's not the same?

25                  FACILITATOR KERN:     That wasn't what I meant

1 by that. Yeah. The intention was based on the -- the  
2 universe of remedies that have generally been discussed  
3 and accepted with a few exceptions, that's what I meant

4 MR. LUIKART: Okay.

5 Julian.

6 MR. HULTGREN: Getting back to Sam's issue  
7 about who should send the letter of invitation, I have  
8 what I think's the short answer, and that is you don't get  
9 people to do something without asking people to do it.

10 So what I would propose for the approach  
11 would be -- would be that we send a letter to Craig  
12 Middleton. It doesn't have to refer to the resolution or  
13 it can depending, but basically it would say that "you'll  
14 recall that we had a meeting and that it -- there was an  
15 apparent general agreement that it would be a good  
16 practice to meet with the -- the various interested  
17 parties to discuss these things. We think it would be  
18 appropriate and we ask that you make arrangements for such  
19 a meeting and invite the party -- the parties," period.

20 And then if we don't get an answer or if we  
21 don't get response from him, then we know that he  
22 intentionally neglected to act and not realizing that we  
23 want him to act.

24 FACILITATOR KERN: I think this would be --  
25 I think this is going to be well received. I think that



1 it makes sense, but I appreciate that we need to ask in  
2 some way, and this was kind of the first step, get this  
3 resolution cranked out, and then figure out the  
4 formalities of the invitation.

5 So perhaps what I can have by the committee  
6 meeting is -- I've got some additional comments. I've  
7 written down more. It seems like it would be fine for us  
8 to go through one more, you know, set of meetings and vote  
9 on this in February, but I also have letters, if that's  
10 what we decide at the committee meeting, ready to go to  
11 approve or whatever mechanism we decide at that point.

12 Yes.

13 MR. O'HARA: You would do the wordsmithing  
14 on the resolution and then put out draft letters,  
15 implementation letters and ask for comments.

16 FACILITATOR KERN: Exactly.

17 MR. O'HARA: Okay. That sounds good.

18 FACILITATOR KERN: Does that meet with  
19 general consensus?

20 MR. O'HARA: Yes.

21 FACILITATOR KERN: Fine.

22 Any general comments from Craig or Brian or  
23 Bob at this point?

24 MR. COOPER: No, other than I already owe  
25 you guys a letter from a letter that kicked this whole

1 thing off, and I've been very remiss in everything even --  
2 I have to draft a letter for Craig Middleton to sign that  
3 says we had our meeting and this was kind of the  
4 understanding from the action items from that.

5 I've got to get that going, and since this  
6 concept of the summit was going, I can even make a vague  
7 reference to that in my letter, and if you're going to get  
8 your letter out by the end of January, then you can, you  
9 know -- if I might have it fast enough, there might be a  
10 letter by let's say January 24th --

11 MR. O'HARA: Crossing in the mail.

12 MR. COOPER: Because you have written two  
13 letters and I haven't written one back yet.

14 FACILITATOR KERN: Sam.

15 MR. BERMAN: I'd just like to ask Craig.  
16 You know Middleton probably better than people in this  
17 room.

18 Is it better to have the RAB actually send  
19 him a letter requesting --

20 MR. COOPER: Sure. That's fine. I have no  
21 problem with that.

22 MR. COOPER: Karen, are you leaving? Can I  
23 get a group shot?

24 MS. CLEEK: I need to go. Sorry. I'm  
25 running late.

1 MR. COOPER: Thanks.

2 MR. BERMAN: Anyway, just on this point, do  
3 you feel that's an appropriate thing to do rather than do  
4 it by just conversations -- private conversations?

5 MR. COOPER: That's okay. It's all right.  
6 I'll let him know that a follow-up letter is coming from  
7 the RAB, and it will be on this concept that we discussed  
8 with the meeting with all the summit with all the major  
9 agencies, and he'll say, "Okay." I don't expect a  
10 problem.

11 FACILITATOR KERN: Well, I also think that  
12 the agencies should feel like -- I mean, this is a public  
13 meeting. We're discussing doing this, and I'm not hearing  
14 major objections.

15 So you can probably talk to your management  
16 that we're -- this is coming.

17 MR. COOPER: Mm-hmm.

18 FACILITATOR KERN: So --

19 MR. BERMAN: But you're in agreement with  
20 the idea that we prompt Craig Middleton either by letter  
21 or by some other means and that he then takes the lead in  
22 asking that such a summit meeting or working committee be  
23 made?

24 FACILITATOR KERN: I think we could still  
25 talk about whether we -- I mean, we have this unique

1 position that we're kind of even asking that this happen,  
2 and we could ask all the agencies to come together --

3 MR. COOPER: Exactly.

4 FACILITATOR KERN: -- and then we don't  
5 have to wait on Craig to send a letter or decide  
6 whether -- we can just send a letter to everybody and say  
7 we think this ought to happen and see what happens, but  
8 have -- you know, I -- once that is in place, then I can  
9 talk to Bob and to Craig and to Brian and say, "What  
10 should we do?" you know, and kind of get it going and then  
11 they can kind of push their management. I think that's  
12 how it could go.

13 Jan.

14 MS. MONAGHAN: My recollection is that  
15 Craig Middleton volunteered to have Brian and people from  
16 DTSC come together and talk about this subject, and he  
17 said he would write the letter. All we're doing is  
18 keeping the ball rolling, which is great.

19 MR. COOPER: It's totally up to you guys on  
20 whether you want the Trust to take the lead in sending out  
21 the invitations or being the organizer, you know, or if  
22 you want to take the lead, and either way, we're going  
23 to -- we're going to look at draft agendas and work on  
24 this together.

25 FACILITATOR KERN: If we send the letter to

1 all the agencies, Craig can still recommend to Craig  
2 Middleton to send a letter --

3 MS. MONAGHAN: Yeah.

4 FACILITATOR KERN: -- also asking.

5 MR. COOPER: Sure.

6 FACILITATOR KERN: And then everybody can  
7 sort of hold hands. We can begin to sing and it could be  
8 really quite -- quite -- so we're sort of near the end.

9 I'm noticing some people have to take off,  
10 but we'll still get your photo.

11 MR. COOPER: Okay.

12 FACILITATOR KERN: The only other things on  
13 our agenda tonight are putting a letter together  
14 commending Jerry Anderson for his service, and would it be  
15 all right if I made this little announcement?

16 FACILITATOR KERN: Sure.

17 MR. LUIKART: Sure.

18 FACILITATOR KERN: I've received a letter  
19 from Jack this evening that this is his last meeting, so I  
20 think we all might want to add something in there with  
21 regard to Jack's participation.

22 I've certainly valued it and appreciate that  
23 you came by and talked with us.

24 MR. LUIKART: You served many more years  
25 than I did, so you have much more due.

1 FACILITATOR KERN: So we'll put those  
2 letters together, as well.

3 And now without any other agenda items, any  
4 other announcements, maybe we could get this photo and  
5 perhaps we should adjourn the meeting and then have that.

6 So anything else for -- without objection,  
7 meeting adjourned.

8 (The meeting adjourned at 8:52 PM).

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1 STATE OF CALIFORNIA )  
2 COUNTY OF SAN FRANCISCO )  
3

4 I, the undersigned, hereby certify that the  
5 discussion in the foregoing hearing was taken at the time  
6 and place therein stated; that the foregoing is a full,  
7 true and complete record of said matter.

8 I further certify that I am not of counsel or  
9 attorney for either or any of the parties in the foregoing  
10 hearing and caption named, or in any way interested in the  
11 outcome of the cause named in said action.  
12

13 IN WITNESS WHEREOF, I have  
14 hereunto set my hand this  
15 \_\_\_\_\_ day of \_\_\_\_\_,  
16 2006.  
17

18 \_\_\_\_\_  
19 Mark I. Brickman CSR No. 5527  
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PRESIDIO RESTORATION ADVISORY BOARD MEETING

REPORTER'S TRANSCRIPT OF PROCEEDINGS  
TUESDAY, FEBRUARY 14, 2006  
OFFICER'S CLUB, BUILDING 50  
PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR  
License No. 5527

## ATTENDEES

RAB Members:  
Doug Kern, Facilitator  
Brian Ullensvang  
Craig Cooper  
Nevender Narala  
Sara Segal  
Gloria Gee  
Sam Berman  
Jan Monaghan  
Julian Hultgren  
Edward Callanan  
Julie Cheever

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BE IT REMEMBERED that, pursuant to Notice of the Meeting, and on February 14, 2006, at the Officer's Club, Building 50, Presidio of San Francisco, California, before me, MARK I. BRICKMAN, CSR No. 5527, State of California, there commenced a RAB meeting under the provisions of the Presidio Trust.

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## AGENDA

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1 FACILITATOR KERN: We'll begin the meeting.

2 Welcome everyone to our meeting of the  
3 Presidio Restoration Advisory Board, and given the timing,  
4 Valentine's Day and the Olympics, it looks like we did not  
5 have a great turnout.

6 This is probably, in the twelve years of  
7 doing this, one of the lowest shows. I guess in April  
8 we'll begin our thirteenth year of performance.

9 So welcome, Presidio Trust, the National  
10 Park Service, our regulatory members and Community RAB  
11 members and members of the public.

12 We have a couple of voting items on the  
13 agenda, and I think we'll need to delay those, see if  
14 anyone shows up.

15 So that would be item number 1 and 2.

16 Item number 2A, we could go 2.

17 Are there any additions or changes before we  
18 begin? Yes, Sam.

19 MR. BERMAN: How many do we need to form a  
20 quorum?

21 MS. MONAGHAN: There's sixteen members,  
22 roughly.

23 FACILITATOR KERN: So we would need more  
24 than half.

25 MR. BERMAN: Nine.

1 FACILITATOR KERN: We would need one more  
2 person.

3 MR. BERMAN: So we would need nine people?

4 FACILITATOR KERN: I think that's right.

5 I have a message from Peter O'Hara of how he  
6 would vote and how Michelle would vote.

7 MS. MONAGHAN: So we need one more person.

8 FACILITATOR KERN: We need one more to  
9 vote. So I think we'll get it --

10 MS. MONAGHAN: Yes.

11 FACILITATOR KERN: -- before the evening is  
12 out.

13 So item number 2A is review Craig  
14 Middleton's response letter to our cost tracking letter of  
15 sometime ago, and that is in this huge packet of  
16 information the letter dated January 31st.

17 I did notice a typo in the letter. I  
18 thought I would mention to Craig because your particular  
19 title --

20 MR. COOPER: Oh.

21 FACILITATOR KERN: -- was not quite what  
22 you may have intended.

23 MR. COOPER: Maybe my job descriptions's  
24 changed and I don't know it yet.

25 FACILITATOR KERN: You're the remediation

1 program manager. So that's probably why the --

2 MR. COOPER: I got a promotion. That  
3 sounds like a promotion.

4 FACILITATOR KERN: That's probably why the  
5 spell checker didn't find it.

6 I thought it was a good letter along the  
7 lines of some of the things we recommended in the -- in  
8 our committee meetings, and in it I note that Craig  
9 Middleton is in support of the meeting and will help us to  
10 convene it and those kind of things.

11 So I'd be interested in anybody else's  
12 thoughts about it.

13 This is effectively what we --

14 MS. MONAGHAN: That's exactly what we  
15 expected.

16 FACILITATOR KERN: Yes. And now that we  
17 have something with a signature on it, who knows what kind  
18 of documents we can produce.

19 Is that on the record?

20 All right. Moving ahead -- so we have the  
21 summit meeting resolution, item number 2, and I thought I  
22 would talk about what we've been doing in the meantime  
23 regarding the meeting agenda and how to develop the  
24 meeting agenda.

25 And the idea is such that the various

1 stakeholders would have the opportunity to propose sites  
2 that have been worked on in the group that have really  
3 worked well for the group and sites that have not worked  
4 as well, things where there were challenges, areas where  
5 we might be able to really improve the process.

6           So I've put this idea out there among the  
7 other stakeholders as a way of seeding the discussion, and  
8 the hope would be that this would allow people to talk  
9 freely and not necessarily to point fingers of blame, but  
10 just to note that perhaps this is a reason why things  
11 didn't work for my organization.

12           I think a lot of information will come out  
13 of that strategy, and I'd like to even take it one step  
14 further in that the group then begin to generate possible  
15 solutions that would meet their own issues that they  
16 generated, and that a briefing paper be assembled to be  
17 delivered to senior management for the Trust, the Park  
18 Service, the RAB and the regulatory agencies, senior  
19 management so that they would all have a very good idea of  
20 the topics and possible solution areas that would be  
21 discussed; in other words, that the group members would  
22 try to take it as far as they could before the summit  
23 meeting so that the interaction with senior management  
24 would be very effective in theory.

25           So that is in short the idea and I wanted to

1 run that by people to get your -- your thoughts and  
2 modifications.

3 Sam.

4 MR. BERMAN: Yeah. Are you finished?

5 FACILITATOR KERN: Yes. Thank you.

6 MR. BERMAN: Sorry. This meeting would not  
7 have the whole RAB there; right? It would just be a  
8 couple of people from the RAB?

9 FACILITATOR KERN: That's correct. It  
10 would be representatives that the RAB --

11 MR. BERMAN: Right.

12 FACILITATOR KERN: -- chose.

13 MR. BERMAN: Okay. Do you think -- since  
14 your idea is to start, as you say, seed them -- the  
15 meeting with a discussion of the good and the bad of the  
16 past, don't you think it would be useful if some  
17 documentation could be prepared in advance of the meeting  
18 which would have some of that in there so that it would  
19 make -- I mean, maybe everybody knows everything and so  
20 it's not necessary, but I was sort of thinking myself  
21 that -- that it would be more productive to have some  
22 advanced documentation of what was going to happen on that  
23 subject because it's a -- it's a well trodden road, and if  
24 something was prepared in advance, we could even discuss  
25 it in a RAB meeting.



1 FACILITATOR KERN: I think -- I think it's  
2 a great idea that a -- some sort of -- for lack of a  
3 better word, just thinking off the top of my head, but  
4 maybe a survey that could include some of the sites that  
5 people would select and then some reasons that could be  
6 circulated and then brought back, distilled, put together  
7 and worked.

8 Is that kind of what you were thinking?

9 MR. BERMAN: Yeah, because it would be  
10 interesting to have that because then I could think about  
11 it, and part of the meeting is a little bit of  
12 brainstorming, and so the more advanced thinking that you  
13 have, the more likely that something fruitful would be the  
14 outcome.

15 FACILITATOR KERN: Yes.

16 Sara.

17 MS. SEGAL: Well, just to carry on with  
18 what Sam said, I think when you're talking about agenda  
19 development strategy, either a committee meeting, not  
20 knowing exactly when the summit would be held, the meeting  
21 would be held, but to have some presumably, you know, a  
22 six-week time frame or at least that much, that I thought  
23 that's what we're talking about, that we would have that  
24 time to develop -- to make these discussions about the  
25 sites and the surveys, et cetera.

1 I just -- I have another question, though,  
2 and it's about -- I know we very specifically identify the  
3 stakeholders to participate in such a meeting, and that's  
4 good, and it's going to be a focus meeting with specific  
5 hopes.

6 I'm wondering -- and Craig will probably  
7 know this best. What about people who have an interest --  
8 the general public, who are stakeholders -- in the  
9 Presidio?

10 Is there much feedback that you get from  
11 people who -- who want -- who have -- I'm sure people have  
12 opinions, but who have information or issues that might be  
13 of interest to be raised in a meeting like this?

14 I mean, so that I agree that the  
15 stakeholders at the meeting, what you define in our  
16 proposed resolution, but I'm just wondering how to  
17 broaden -- if we even need to or how to broaden that kind  
18 of stakeholder community.

19 Is there a -- do you get e-mails? Is there  
20 a suggestion box? Do you get letters? Is there --  
21 through the Presidio Trust -- the Presidio, rather, park  
22 news kind of thing.

23 MR. COOPER: Mm-hmm.

24 MS. SEGAL: What about feedback from those  
25 kinds of things?

1 MR. COOPER: Stakeholders from the larger  
2 public?

3 MS. SEGAL: Right.

4 MR. COOPER: I see you guys as the  
5 representative, you know.

6 MS. SEGAL: I agree.

7 MR. COOPER: To some agree, representatives  
8 of the public. You can't represent all of the public.

9 MS. SEGAL: The best of all worlds, anyone  
10 who's had an interest is welcome to come to these meetings  
11 once a month and come to these meetings and discuss it, if  
12 not apply to be on the Community RAB.

13 MR. COOPER: Right.

14 MS. SEGAL: The best of all worlds.

15 MR. COOPER: Right. Well, I understand the  
16 purpose of this summit meeting is to improve efficiency of  
17 our program, communications, our document reviews, meeting  
18 schedules and budgets, things like that.

19 I'm not -- and I know that you guys are  
20 definitely interested in that, but I think with those  
21 goals set up, you know, I don't know who from the large --  
22 you know, when I get input from the larger public, it's  
23 oftentimes issue specific, like someone just met with me  
24 before this meeting about concerns about beach closures,  
25 and that particular -- those individuals probably aren't

1 so interested in the efficiency in our document reviews,  
2 or maybe I'm --

3 MS. SEGAL: But on that kind of issue  
4 specific, when Doug is talking about getting stakeholders  
5 together to discuss proposed sites, things that have  
6 worked well, have not worked well, that kind of input  
7 might be part of --

8 MR. COOPER: Right.

9 MS. SEGAL: -- that discussion.

10 FACILITATOR KERN: That's what I was  
11 thinking. Not necessarily the result of the remedy, which  
12 has its own thing that happens --

13 MR. COOPER: Right.

14 FACILITATOR KERN: -- if that's what you  
15 meant. It was more like the interaction between the  
16 agencies.

17 It took two and a half years to get a  
18 certain site even to a certain stage because we did this  
19 back and forth --

20 MS. SEGAL: Okay.

21 FACILITATOR KERN: -- for eighteen months  
22 and we got nowhere. That's kind of what I was thinking.

23 MR. COOPER: Right.

24 MS. SEGAL: That's fine. The word  
25 "stakeholder," which is sometimes kind of an odd kind of

1 word. I just fired that phrase off, but that's fine.

2 FACILITATOR KERN: Okay. Craig.

3 MR. COOPER: I love this idea. I  
4 especially love the idea of having the pre-meetings before  
5 the summit meeting, and so I'm interested in who would  
6 attend the pre-meetings.

7 I'm assuming it would be, you know, Brian  
8 and Bob and Nevender and myself and yourself, and any  
9 other RAB member who would like to attend can certainly  
10 come to the pre-meetings, and I suggest we at least have  
11 two at a minimum, and if we could agree in advance the  
12 sites that they want to talk about at these pre-meetings  
13 instead of spending two hours at the pre-meet to go decide  
14 which site.

15 If we can agree on sites that represent good  
16 examples and sites that represent bad examples, then we  
17 can start collecting the data that Sam is talking about so  
18 we're using data on turnaround times and things like that.

19 So --

20 FACILITATOR KERN: I think it makes perfect  
21 sense. Because once people agree to the concept and then  
22 doing as much groundwork in advance.

23 I mean, one possibility would be for me to  
24 call everybody, survey them. I could send an e-mail  
25 around.

1                   MR. COOPER:    Yeah. Use e-mail and put some  
2 sites in a little box that people can check. We have a  
3 lot of sites, though, so you might want to -- I don't  
4 know -- just kind of unilaterally -- just you can  
5 unilaterally come up with a short list, I guess.

6                   FACILITATOR KERN:   And it seems like people  
7 will -- I mean, there are probably some sites that remain  
8 in long- and short-term memory for a variety of reasons.

9                   MR. COOPER:    Just for guidelines from me,  
10 more recent is generally better. There's more recall  
11 generally with something that happened last year than  
12 something that happened three years ago, but it doesn't  
13 necessarily mean that I'm automatically disqualifying  
14 sites that are four, five, six years old.

15                   It's hard to remember the 637 project, for  
16 example. I wasn't even around.

17                   FACILITATOR KERN:   That will make it more  
18 challenging for you.

19                   MR. COOPER:    I plan on bringing more people  
20 to the pre-meetings rather than myself, more Trust people.  
21 So that was number one, deciding on site examples.

22                   The other one is facilitation of the pre-  
23 meetings and the summit meeting. You and I have discussed  
24 a little bit -- thanks to the Park Service. They had a  
25 good experience with a meeting facilitator for a

1     partnering type experience that they had on some  
2     construction projects that they have, and I've read their  
3     material and I'm not -- I don't know if you have an  
4     opinion on bringing in an external facilitator.

5                 I think that it's something that -- that you  
6     can put together a list of pros and cons for that, you  
7     know.

8                 I also think that you're a very good  
9     facilitator yourself and -- but at the same time, you  
10    might want to participate in these meetings, as well, and  
11    being a facilitator, generally the role of facilitator  
12    does not directly participate.

13                FACILITATOR KERN:   Well, it depends on how  
14    the group would feel about it.  If they're comfortable,  
15    there's a certain amount of sort of goosing the meeting  
16    along that I can do as long as people wouldn't mind if I  
17    did also participate.

18                MR. COOPER:    Mm-hmm.   Mm-hmm.

19                FACILITATOR KERN:   And of course I would  
20    begin to dominate the conversation and take over the whole  
21    meeting because I just want to talk myself.  Again, I'm  
22    just kidding, but it just -- the part of it that would be  
23    less obvious is the note-taking part.

24                MR. COOPER:    Exactly.

25                FACILITATOR KERN:   So we might want to have

1 help with that.

2 MR. COOPER: Right. Right.

3 FACILITATOR KERN: So perhaps -- perhaps we  
4 can talk further about that.

5 MR. COOPER: I could offer someone, but it  
6 would be a Trust person like Denise, for example. We  
7 could maybe have two note-takers and they could compare  
8 notes and -- or, you know --

9 FACILITATOR KERN: I don't really think  
10 that it's going to be an issue of whether people are going  
11 to believe the notes. I think the issues will be pretty  
12 straightforward, but if we embark upon this, we just want  
13 to do the most solid, credible job --

14 MR. COOPER: Right.

15 FACILITATOR KERN: -- that we'll all feel  
16 very comfortable with it, that the result of it will be  
17 credible and that the senior management will say, "You  
18 guys did this correctly."

19 MR. COOPER: Right.

20 FACILITATOR KERN: And it's above board and  
21 it's highly transparent --

22 MR. COOPER: Yeah.

23 FACILITATOR KERN: -- and obvious.

24 MR. COOPER: Let's explore this note-  
25 taking. It's very important. I've been to meetings



1 before where someone like me is taking notes and it just  
2 ends up being a gobbledygook of lists and stuff like that.

3 Maybe instead of investigating a  
4 facilitator, hire someone to be our note-taker so that  
5 they can be -- we have a contract with you guys -- I  
6 forget the name right on top of my head, but I'm just  
7 throwing this out as an idea, and then I could write up a  
8 little mini contract with them so they know in advance  
9 what format we want the notes -- they're already starting  
10 to write it in a way that we want it written, you know.  
11 They're already starting to write our mini report in  
12 advance.

13 We would take over finalizing it, but this  
14 would get us fifty percent there already if the note-taker  
15 writes up the notes that we would want them to.

16 FACILITATOR KERN: I wonder if any other  
17 RAB members or agency folks have been through facilitated  
18 meetings and have had, you know -- if you get the right  
19 person, I imagine that it's a really great benefit and not  
20 so good, it's not so good, so it depends on the person.

21 Nevender.

22 MR. NARALA: I have an experience. I work  
23 on the Department of Energy projects at Lawrence Livermore  
24 and we have meetings going on and there's one gentleman  
25 who's a facilitator. He's not technically saying

1 anything. He just facilitates the meeting, and whenever  
2 we go off tangents, he pushes back and the whole thing and  
3 we have one particular person who just takes notes, too.

4 FACILITATOR KERN: Okay.

5 MR. NARALA: So we have two people. The  
6 person that takes notes doesn't even talk at the meeting.

7 MR. COOPER: And are they a hired person?

8 MR. NARALA: They're part of the DOE,  
9 basically, Department of Energy.

10 MR. COOPER: Okay.

11 FACILITATOR KERN: And you would recommend  
12 that as a good strategy?

13 MR. NARALA: It is a very good strategy and  
14 the meetings -- I'm not saying anything against this. It  
15 goes very good here because you do a very wonderful job,  
16 but I'm saying if you want to get more involved in these  
17 kind of meetings, and I'm a facilitator and you take the  
18 cap off and you say, "Now I'm a RAB member," so they're  
19 kind of knowledgeable about what's going on and they would  
20 keep us on track.

21 FACILITATOR KERN: Sam and Jan and --

22 MR. BERMAN: Craig has suggested a couple  
23 of preliminary meetings, and I would think that you could  
24 work the preliminary meetings without the facilitator and  
25 you could see if it's necessary, because I've found --

1 I've been in those kind of meetings, and a facilitator is  
2 useful when there's a potential conflict, and actually not  
3 only conflict, but people have laid out a position in  
4 advance and the facilitator is aware of this and tries to  
5 keep things from getting out of hand, but I don't see the  
6 parties as being confrontational at this stage, and it  
7 seems to me that it would be wasteful to spend money on  
8 that in the beginning, and I think Craig's suggestion of a  
9 Trust person taking notes is good because they're familiar  
10 with the vocabulary, some familiarity with the process and  
11 someone who takes notes who is just totally a stenographer  
12 is not going to do a good job.

13 I think you have to have some prior  
14 knowledge of the situation.

15 So I -- my suggestion would be that have  
16 these preliminary meetings to develop the agenda, maybe to  
17 develop what sites you're going to look at to develop the  
18 format of how you're going to present the problems.

19 If there are problem sites, you know, are  
20 you going to have a road map and show, you know, a good  
21 site and a bad site and you've got a certain stage in the  
22 road map where it took eighteen months for one site and  
23 three months for another, you know.

24 So, I mean, those are the kind of things  
25 that these preliminary meetings would assess, and at the

1 end of these two preliminary meetings, if there were  
2 entrenched positions or argumentation or some kind of  
3 confrontational development that would occur, then I think  
4 the facilitator could be brought in to -- to smooth it  
5 over, but it seems to me that everybody in the -- in the  
6 preliminary meetings, everyone knows each other and  
7 probably wants to work together and get this done.

8           The facilitator is just going to formalize  
9 the meeting in such a way that it seems to me is wasteful  
10 and unnecessary.

11           FACILITATOR KERN:   Thank you.

12           Jan.

13           MS. MONAGHAN:   I come at it from a  
14 different perspective that at preliminary meetings,  
15 everyone comes to the meeting in their own silo and you  
16 mix it up and get everyone to focus on the process than  
17 details.

18           We're trying to get people the big picture,  
19 and everyone's comfortable dealing with each other on all  
20 the details of the sites, but they don't understand the  
21 process.

22           We're asking them to look at something that  
23 will make them uncomfortable. So I think a facilitator at  
24 the pre-meetings is really important to get something out  
25 of those meetings rather than rehashing old sites. I

1 think you want to look beyond that.

2 So I was thinking if we had these meetings  
3 every twelve years whether we need them or not, we can  
4 afford to have a recorder and a facilitator at these  
5 meetings.

6 FACILITATOR KERN: Thanks, Jan.

7 MS. MONAGHAN: The other thing I was going  
8 to ask, are we going to invite any of the consultants to  
9 these meetings?

10 FACILITATOR KERN: That's a great question.

11 MS. MONAGHAN: Because part of our problem  
12 has been the consultants and how they worked and what's  
13 worked for them and what's not worked for us and vice  
14 versa.

15 So I was going to suggest the consultants  
16 and other members of the Trust and remediation department.

17 The other project managers have experiences  
18 that Craig doesn't have and probably have a lot of good  
19 ideas on their own that may or may not come up in day-  
20 to-day conversations.

21 FACILITATOR KERN: Other thoughts? Brian.

22 MR. ULLENSVANG: I just wanted to highlight  
23 the value that facilitators have impressed upon my  
24 management.

25 We've worked with a particular company -- I

1 don't know if they're a unique company, but we were  
2 somewhat dubious and we came out converts and they helped  
3 identify and achieve goals.

4 FACILITATOR KERN: Gloria.

5 MS. GEE: I've been on some of these --  
6 they're like brainstorming sessions, but -- they're very  
7 intense, but they're all like -- I guess one of the  
8 questions that comes up is are you thinking of different  
9 group clusters or are you choosing from the same set?

10 It could very well be that there could be  
11 one that's mainly doing -- involving the consultants and  
12 getting their feedback and another little cluster, you  
13 know, with the tech -- some of the technical from the  
14 different agencies.

15 If -- if -- if there's a common mission that  
16 they know that the goal is to try to do the remediation  
17 within the budgets and what not, that should be a  
18 unifying, you know, force in terms of their thinking about  
19 oh, retrospectively certain landfill sites, how is that  
20 process handled and hindered and could be improved in  
21 hindsight, and then if you can have them also look at down  
22 the road, how can we change this for the next, you know,  
23 remediation site into the pipeline.

24 So there could be -- I was just wondering  
25 whether you're thinking of asking the same general

1 question about, oh, procedural improvements or weaknesses  
2 to all these little clusters of pre-meetings, because the  
3 question is I've had these things in an all-day conference  
4 and they break out in little groups and then, you know,  
5 they have -- it could be a group of like six or right and  
6 then they choose someone from the group to be a recorder,  
7 and then they run it up on a white -- not white boards,  
8 but the flip chart and then they share that at the end of  
9 a -- maybe in the morning or in the afternoon and that's  
10 when maybe the facilitator could help see if there are  
11 some not -- kinks or there is definitely a common theme to  
12 it all.

13 I guess the question, are you thinking of  
14 really a pre-meeting or part of this whole summit, you  
15 know, agenda?

16 FACILITATOR KERN: Well, as we talk about  
17 this -- and I appreciate everybody's views even though  
18 they're -- you know, they're not all the same, because we  
19 do have a very complex situation, and we need to tailor it  
20 to what we're trying to do.

21 So I mean, the ideas of bringing in  
22 consultants from previous work or current work, those are  
23 terrific, and how -- you know, that might not be the first  
24 meeting.

25 Now I'm just speaking as, you know -- off

1 the top of my head, as well, that maybe the first meeting  
2 we wouldn't necessarily have everybody until we've really  
3 gotten through the first steps.

4 We don't really know in advance the absolute  
5 best way. We kind of are going to put something out  
6 there. We're going to agree on having a facilitator and  
7 recorder at a certain point, and whatever it is, everybody  
8 on the team needs to agree to that process as being what  
9 they're -- what everybody's going to commit to, and I  
10 think that will make it work.

11 So you know, I appreciate Sam's comments  
12 about, you know, everybody knows each other, but -- and  
13 the response to that is well, everybody -- it might just  
14 be business as usual. So shaking up that structure might  
15 be good right from the very beginning, getting people to  
16 think out of what they've normally done.

17 But on the other hand, simply identifying  
18 areas where there have been issues in the past, we may not  
19 need to spend a lot to develop that. So I can appreciate  
20 those points of view.

21 Sam.

22 MR. BERMAN: Just a technical point. If we  
23 had consultants in these meetings, presumably they're not  
24 going to come free of charge.

25 FACILITATOR KERN: Presumably.



1 MR. COOPER: Exactly.

2 MR. BERMAN: There's going to be a cost  
3 burden associated with that, and then you have to write  
4 out a contract or issue something that -- so it seems to  
5 me that's a -- it seems to me that's something that might  
6 develop from preliminary meetings that certain consultants  
7 should be brought in and stood up and questioned in  
8 detail, but, you know -- but in the beginning, you know,  
9 inviting a consultant, you've got to pay them and we don't  
10 know exactly what we want them to do.

11 So you're going to --

12 MS. MONAGHAN: I was thinking they were  
13 coming as part of their marketing. It's a process thing.  
14 I've had lots of meetings from consultants where it's  
15 their nickel and they're there to find out what I need as  
16 a customer.

17 MR. COOPER: They won't do that. They're  
18 already under contract, unless, you know, I'm going to  
19 fire you unless you come to this.

20 FACILITATOR KERN: It's an interesting --

21 MS. MONAGHAN: We haven't asked them yet,  
22 either.

23 MR. COOPER: There's certain key  
24 consultants that have the bulk of the work and there's  
25 certain -- what they're called is program managers.

1 They're the one that are kind of the intermediaries that  
2 kind of set the tone and direction for their staff, and I  
3 could see some real -- like a Michael Jacobovits and --  
4 John Wondolitt from CDM and Michael Jacobovits from  
5 MacTech. Just between to say two, it's probably seventy  
6 percent of their work.

7 MR. ULLENSVANG: Some of those firms are  
8 big enough so that they'd have to contribute their hours.  
9 We'd have to be judicious using their time, because they  
10 wouldn't come to three days, but they might donate an  
11 afternoon to help the client.

12 MS. GEE: I think along that line, maybe  
13 you could ask the consultant saying that, you know, "since  
14 you've been involved in these various projects," can you  
15 do it in writing, like saying, "Oh, what did you -- having  
16 gone through that process, do you feel that there are  
17 other ways of -- better ways of handling that?" and then  
18 let's see what -- they can submit something in writing,  
19 and then depending on what they say, you can also invite  
20 them in for certain parts of the summit meeting.

21 At least you have something concrete that  
22 someone else like the agency can focus on, too.

23 Like they see it having undergone this  
24 process, so there's definitely a better way of doing it  
25 and getting their involvement.

1 MS. MONAGHAN: So let's just say we have a  
2 lofty goal of taking the remediation program project  
3 management and changing it, right? So all of these  
4 companies would want to know how their clients would like  
5 them to work better and to be more effective.

6 So I can't imagine that they wouldn't want  
7 to participate and they would want to be in the room with  
8 you so that they could see your face when someone says  
9 something.

10 They wouldn't want to write a report,  
11 although putting it in writing is a good idea. I just  
12 think if that's really the goal is to figure out a better  
13 way to do this, then they would want to participate.

14 The other thing I was going to say is what  
15 about bringing in somebody senior from the regulatory  
16 agencies early on, because they have a stake in  
17 participating, and I don't know -- I've been in a lot of  
18 meetings where senior management was the impetus for  
19 people having something interesting to say at a meeting  
20 that they might not have said something -- if their senior  
21 management was there and there was a discussion going on,  
22 that they were more interested in participating instead of  
23 less, so make it a little more competitive. Sometimes  
24 that works.

25 FACILITATOR KERN: Terrific. Thanks.

1                   There's a lot to -- a lot to chew on here.

2       So --

3                   MR. BERMAN:    Craig, could I ask you a  
4       question that you don't have to answer?

5                   MR. COOPER:    I like those.

6                   MR. BERMAN:    Suppose it's -- see, I have a  
7       gut feeling that the process of using consultants is  
8       actually a -- something that causes delays, and so my  
9       question really is: If, in fact, you could have handled  
10      everything from Presidio staff and that could have been  
11      charged to the hundred million dollars, is it your  
12      thinking that -- in other words, we have a staff that did  
13      all this internally at the Trust.

14                   Do you think that the process would be  
15      faster or slower?

16                   MR. COOPER:    You mean if I had a staff of  
17      about twenty folks?

18                   MR. BERMAN:    No, whatever.

19                   MR. COOPER:    Because that's what it would  
20      take.

21                   MR. BERMAN:    Let's say you had a staff of  
22      twenty, whatever it would take to do it. So you wouldn't  
23      have to be writing contracts, review that. You would have  
24      to have certain equipment that maybe you'd buy some, you  
25      might rent some, but if -- if we're going to think out of

1 the box for a minute, you know, and you can say suppose we  
2 started on day one and we looked to see -- the left and go  
3 subcontractors or contractors all over the place or we do  
4 this in-house and no one was going to say to you "the  
5 money is there. Use it in the most efficient way  
6 possible. You, Craig, you pick what path you're going to  
7 do, but I want this money spent efficiently. Not wasted.  
8 I want it done speedily and the most cost-effective  
9 manner."

10 My question is: Would you go the route of  
11 the contractors or would you go the route of the internal  
12 staff?

13 I said you didn't have to answer it, but  
14 that's the sort of thing --

15 MR. COOPER: I'll tell you the Presidio  
16 Trust, they -- that idea was kicked around quite a bit in  
17 the early days with -- not for the -- they weren't even  
18 thinking about doing the planning, the RAPs and the  
19 designs in-house, but they wanted to do actual -- the  
20 construction work.

21 Louis Anderson wanted to hire up and have  
22 all our landfill removal projects done by in-house Trust  
23 staff, and once we started to take a hard look at that,  
24 that got vetoed because we realized that that was not the  
25 most cost-effective way to go because of insurance

1 liability and just the equipment that you would have to,  
2 you know, get to do all this work.

3           So as far as the planning and the RAP  
4 writing, I -- you know, if I could have a big enough staff  
5 to write all that, I think an argument could be made that  
6 we could do it in-house, you know, more efficiently than  
7 just hiring a fleet of consultants, because one of the --  
8 trouble that we have is one consultant can't -- if I could  
9 just hire one consultant that could do all of our planning  
10 work for all ninety projects, it would be fine, but it  
11 doesn't work that way, and consultants have turnover and  
12 stuff like that and it's change orders and things that  
13 you're talking about, but that's just not the way it was  
14 set up at this point in time.

15           So -- so yes on planning and designers, I'd  
16 like to do that in-house in a perfect world, but the field  
17 work I think would always have to be done by external  
18 contractors.

19           FACILITATOR KERN: Well, I mean, what I  
20 intend to do now is continue on a path of at least  
21 beginning a survey of the -- all the people that would be  
22 coming, regulators, Craig, Brian, Bob, Nevender and who  
23 else? Me, survey myself about sites and then begin to  
24 work out this -- these pros and cons of facilitation.

25           Note-taking almost seems like you can't even

1 think twice about that. Facilitation from the beginning  
2 and who else to involve? What are the costs and try to  
3 bring that information back to people for their review?

4 Does that seem like a plan?

5 MR. COOPER: Mm-hmm.

6 FACILITATOR KERN: All right. Thank you  
7 very much for that input. That was really very helpful.

8 I think we have enough people, including two  
9 proxy votes that I did have, to go back to our voting.

10 If we are agreement, let us look at item  
11 number 1, which is the landfill 8 and 10 comment letter  
12 that's dated January 25th, three pages.

13 And I think just about all of us were at the  
14 last committee meeting where we agreed to meet our  
15 deadline -- Bob's deadline and at least forward this draft  
16 copy on to Bob and Craig with the understanding that we  
17 would, in fact, ratify this or vote on it at this meeting.

18 Are there any comments regarding the letter?  
19 I think it's been through a number of revisions.

20 Would there be a motion from the floor  
21 regarding the passage of this particular letter?

22 MR. CALLANAN: I'll so move.

23 FACILITATOR KERN: Very good. We have a  
24 motion.

25 Is there a second?

1 MS. CHEEVER: I would second it.

2 FACILITATOR KERN: Is there any discussion?

3 It's been moved and seconded to approve this letter on  
4 landfill 8 and 10.

5 All opposed so aye? Let's rewind the tape.  
6 That's about one of the best ones I've had.

7 If all in favor would say aye. Opposed?  
8 Motion carries, so the letter that you have, Craig, is  
9 official.

10 MR. BERMAN: Could I make one suggestion?  
11 Do you want to cc this to Nevender officially?

12 FACILITATOR KERN: Is he not on here?

13 MR. COOPER: And Brian.

14 FACILITATOR KERN: Okay. There's no cc at  
15 all, yeah, so we'll copy Nevender and Brian.

16 MR. BERMAN: I don't think we have to  
17 revote, but --

18 FACILITATOR KERN: Right. Craig, have you  
19 actually -- do you know how you're feeling about this or  
20 whether you might hear back or have further discussions?

21 MR. COOPER: 5A versus 5B thing on landfill  
22 8?

23 FACILITATOR KERN: Yes, and landfill 10,  
24 the whole idea of another alternative.

25 MR. COOPER: Well, the other alternative,



1 we're -- you know, I'm still waiting on Bob basically. I  
2 see him as kind of opening the door on that one.

3 MR. BERMAN: Yeah. That's the seismic  
4 considerations, and he's supposed to have one of his  
5 engineers looking at this --

6 MR. COOPER: Right.

7 MR. BERMAN: -- and report back to us.

8 MR. COOPER: Right.

9 And then on the 5A versus 5B, that's pretty  
10 much the same letter that we had last month, and I gave it  
11 to George and I'll tell you. We're taking a serious look  
12 at it and I'm already starting to discuss your ideas with  
13 the cultural folks. I'm going to have a separate meeting  
14 about that, with the archeologists.

15 I think I tasked George to call up the  
16 coroner and get more information about, you know, how we  
17 would handle this -- this issue and I've also tasked my  
18 attorney to check for special ARARs regarding cemetery  
19 removals; not that we're going -- not that we're ever  
20 going to remove the whole thing, but just, you know -- I  
21 know that we have a set of ARARs about, you know, National  
22 Historic Preservation Act and the Native American  
23 Protection Act, but I'm taking a look -- just before we  
24 inch toward digging over the central part of the landfill,  
25 as you know, which I've been personally very nervous

1 about, I want to make sure are there any other laws that I  
2 haven't looked into that -- that catches us cost-wise down  
3 the road.

4 So I'm doing a lot of research on this. I'm  
5 taking it seriously.

6 FACILITATOR KERN: Thank you.

7 It just seems like 5A is a great compromise  
8 proposal versus like digging out the whole cemetery or  
9 digging all the way down to the coffins, that there's  
10 something really good about taking off the top layer given  
11 some of the data that we've looked at that doesn't  
12 indicate at least hugely wide spread body things rolling  
13 around.

14 MR. COOPER: Right.

15 FACILITATOR KERN: Appreciate your  
16 consideration.

17 MR. COOPER: I don't even know if I have  
18 time. We even talked about it with our consultants, as  
19 well, and as you may or may not noticed, I -- is 5B the  
20 one that we're recommending right now?

21 FACILITATOR KERN: I think so.

22 MR. COOPER: Under 5B, the one where we're  
23 not doing any excavation work over the central portion of  
24 the landfill where the cemetery is, we have to rip that,  
25 anyway, to kind of condition that top part of the

1 landfill, and the act of ripping the central portion is  
2 what I -- you know, brings up concerns --

3 FACILITATOR KERN: Right.

4 MR. COOPER: -- in encountering human  
5 remains.

6 So what we're taking -- so we have to rip,  
7 and I think right now the feasibility says -- Brian, two  
8 feet?

9 MR. ULLENSVANG: Two or three.

10 MR. COOPER: Yeah. If we have to do that,  
11 well if they're ripping it, maybe we should excavate it  
12 then. But here's the catch:

13 If we do that and we do remove the top, I  
14 might have to come back and say, you know, maybe the top  
15 two feet we'll take off. Maybe the top three feet, but  
16 after we do that, to build the -- the -- the cover on the  
17 rest, do we then have to rip again and now we're going --  
18 because now the deeper we go, the scarier it's going to  
19 get, and so if we do take off the top three feet and then  
20 I have to prepare the central portion for the sand cover,  
21 do I have to rip that?

22 Now I'm going four, five, six feet down  
23 into -- above, you know, the original -- below the  
24 original ground surface.

25 So that's what we're looking into. So it's

1 getting a little scarier if we do that.

2 FACILITATOR KERN: Perhaps you could  
3 involve some of us in your design discussions. I mean,  
4 maybe we can bring it up in that process in ways that will  
5 be constructive, because it just seems like the ripping  
6 down into, you know, the coffins was something that we  
7 wanted to avoid.

8 MR. COOPER: Right. So maybe we can find a  
9 compromise. I just want to give you some examples that  
10 we're already diving into this.

11 FACILITATOR KERN: Okay. Any other  
12 comments on this letter?

13 All right. Moving on to the RAP summit  
14 resolution. Now I see that -- when I started the RAB, I  
15 think I could really have read this rather easily, but the  
16 font is -- and the lighting is getting to the point where  
17 I can't even read this anymore, but due to their being a  
18 comment off to the side, it looks like this got scrunched  
19 down to a smaller size.

20 Between revision number 7, which is what  
21 this says, and number 8, there was only one edit that  
22 Peter forwarded on to me. It was in the last "further  
23 resolve that" and the "Community members of the Presidio  
24 restoration," and it didn't have "Advisory Board," so we  
25 added those two words. That's the only difference between

1 7 and 8.

2 Is there any further discussion about -- is  
3 there any discussion about this summit resolution?

4 Sam, please.

5 MR. BERMAN: Well, I hadn't looked at it  
6 for a couple of weeks, so I reread it tonight and I  
7 said -- when I reread it, I said I'm not sure what you  
8 mean by point two in the therefore paragraph.

9 If you read that -- we've got a history  
10 behind that in some discussion, but now suppose you're  
11 reading it for the first time, is that -- is it clear  
12 enough the way it's written, what you want?

13 FACILITATOR KERN: Well, I think what's  
14 embodied in number 2 is the discussion we just had about  
15 creating the agenda. That's my understanding, is that  
16 eventually the parties will come to some agreement about  
17 what the agenda is and they're going to commit to doing  
18 this process and there'll be some things written.

19 I think the word "memoranda" was good  
20 because it can be notes or it can be e-mails back and  
21 forth. It can be a variety of things to get this thing  
22 going.

23 Julie.

24 MS. CHEEVER: I think that raises the  
25 question that I had. So these memoranda would be before

1 the summit. They wouldn't be memorializing what happened  
2 at the summit and thus prepared afterwards.

3 It seems like you're saying right now they  
4 would be prepared before the summit.

5 FACILITATOR KERN: Yes. That's absolutely  
6 right, and I was just reading it to see whether we had --  
7 I think we talked about having something in there about,  
8 you know, a product being some sort of written agreements  
9 or anything, but I think we kind of took that out, not  
10 knowing whether that would be the best thing to do.

11 I'm not sure that we wanted to get into the  
12 space of this being a legal or quasi legal document of any  
13 kind and begin to bring in attorneys.

14 What we wanted was agreements among the  
15 working staff members and their senior management, and if  
16 that produces some kind of a -- an agreement, a written  
17 agreement at the end of the process, that's great.

18 If it produces some kind of verbal  
19 understanding that's committed to writing of some kind, I  
20 just don't know that we want to specify it, but I  
21 certainly didn't want to prejudice what the outcome might  
22 be.

23 Julian and then --

24 MS. CHEEVER: Maybe -- I don't know if you  
25 want to be editing at this point. Just add something

1 further such as "efforts at this meeting" or "during this  
2 dialogue" so that -- I would just add a phrase like  
3 "interagency efforts in this dialogue" or -- anyhow, maybe  
4 Julian has something relative to that.

5 MR. HULTGREN: I'm not sure I understand  
6 what number 2 is intended to mean.

7 Is that -- does that mean some sort of  
8 written memorandum of the summit meeting or does it mean a  
9 written memorandum prior to the summit meeting?

10 FACILITATOR KERN: The -- the way that it  
11 was conceived -- and I think discussed that it's clearly  
12 not resonating -- is that there would be -- it's --  
13 basically to me was the agreement to come together and do  
14 this work.

15 MR. HULTGREN: By whom at what time?

16 FACILITATOR KERN: By this -- all of the  
17 parties.

18 MR. HULTGREN: Summit meeting; after the  
19 summit meeting?

20 FACILITATOR KERN: That would be to do the  
21 work, which has now last time turned into these  
22 preliminary meetings.

23 I mean, it's -- it has its own sort of life,  
24 and that's what this was intended to do.

25 MR. HULTGREN: You're evading the question,

1 I think.

2 FACILITATOR KERN: I don't mean to --

3 MR. HULTGREN: Just a simple question. Is  
4 this a memo that will -- that will be generated after the  
5 summit meeting putting forth all the things that are  
6 determined in the summit meeting or is it a memo that will  
7 precede the summit meeting?

8 FACILITATOR KERN: That's what Julie asked,  
9 and I said I thought it would be memos and interactions  
10 before the summit meeting.

11 MR. HULTGREN: Then I think the language is  
12 not very apt to indicate that. I don't have any language  
13 offhand, but it certainly is not what it says here.

14 MR. BERMAN: I'm sorry?

15 MS. SEGAL: I agree. It's not resonating,  
16 and my understanding of it was that -- I mean, I  
17 understand what the pre-meetings are.

18 You obviously have the high-level  
19 stakeholders meeting, you have to have a pre-meeting and  
20 agenda and information and, you know, a very clear picture  
21 of where you're going, but I thought point two in the  
22 therefore were, in fact, what was going to -- what we  
23 expected to happen as a result of the dialogue.

24 So I'm not on the page at all in terms of  
25 having -- and I don't see it as a signed memorandum with



1 all four signatories necessarily.

2 I think if agencies want to have directives  
3 or e-mails, that's fine. It would be great if all four  
4 stakeholders would sign something, but I don't see that as  
5 a necessary result.

6 FACILITATOR KERN: Gloria.

7 MS. GEE: I was at the committee meeting  
8 when we had this discussion and I was asking a lot of the  
9 questions about what the sequencing was, and the way that  
10 it -- as I understand this therefore paragraph is is that  
11 one and two are not sequential.

12 They are an itemization, and it's up to the  
13 players in -- in that gathering to decide when it's  
14 convenient to do something, whether it's before in the  
15 pre-meeting or during the summit or afterwards. It could  
16 be all of the above.

17 I don't think it was the intention that it  
18 would be really hard and fast that they could do certain  
19 things, depending on the -- the synergy of the people  
20 getting together, that they might put something together  
21 at the meeting or it could be somewhat after, following  
22 the meeting.

23 I don't think it was our intent to say that  
24 we'll nail it down to them that they have an official  
25 signing at the meeting, because it's going to be only the

1 seniors and not, you know, different layers. That's how I  
2 recall what was discussed at the committee.

3 FACILITATOR KERN: Okay.

4 MS. GEE: So --

5 FACILITATOR KERN: Julian.

6 MR. HULTGREN: I cannot vote for my  
7 resolution that is so wishy-washy and imprecise, and I  
8 don't think anyone on this board should vote for it.

9 We're giving somebody the right to -- to  
10 conduct a meeting in our behalf, and I will not vote for  
11 something that is not -- is not specific that says well,  
12 we're going to leave it up to them to decide what to do or  
13 when to do it or how to do it and so forth.

14 On something like this, it is just too  
15 important.

16 FACILITATOR KERN: Well, I absolutely agree  
17 that it's important and I respect the questioning of the  
18 language, and I won't -- you know, I think it's worth  
19 getting it right. I absolutely degree.

20 So what I will say is that I have been  
21 passing this around quite a bit and it has been available  
22 for your inspection, so --

23 MR. HULTGREN: I think everybody --  
24 everybody -- most of us felt that this subsection two  
25 meant something would come out of the summit meeting, and

1 I don't like the idea of it being executed, but I think  
2 something would come out of the summit meeting detailing  
3 what was discussed, what was agreed on, what was not  
4 agreed on and so forth. That's what everybody thought it  
5 meant.

6 Now you're telling us it means something  
7 different.

8 FACILITATOR KERN: Well, it's not my intent  
9 to tell you something different. I'm trying to tell you  
10 what I recall.

11 So what I also recall is that this section  
12 did get quite a bit of discussion and that we had some  
13 redrafting of it and we put that out, and if it doesn't  
14 meet our needs, it's worth redoing.

15 So I'll -- is it the will of the group to  
16 withdraw this from a -- at this time and go back to the  
17 drawing board on this paragraph? I'm certainly willing to  
18 do it or we could take some time now.

19 Julie.

20 MS. CHEEVER: I could ask Julian to see if  
21 he'd be happy with this: What if we took out that number  
22 2 with that therefore?

23 MR. BERMAN: You could take out number 2,  
24 but I think you'd need to add little thing in number 1 and  
25 then take the concerted dialogue, line 3, and number 1,

1 and the concerted dialogue and follow-on reports.

2 That would -- I'm not sure follow-on -- I'm  
3 just throwing out a word here, but if you put that in  
4 there, then you could -- something like that, and then you  
5 could drop number 2, drop the parentheses number 1 and  
6 just have one therefore.

7 Because what Doug really wanted is  
8 something -- something in there that says it's not all  
9 going to be talk. Something has to be written, and so I  
10 was just looking for a -- a sort of simple way of putting  
11 that and not -- and still carrying the idea that it was  
12 not only going to be dialogue, but it would be a report of  
13 some kind.

14 So that's just a suggestion to keep this  
15 going, because I think a lot of work has been put in it by  
16 Doug and a lot of people have read it, but I -- you know,  
17 I apologize.

18 I just hadn't looked at it for two weeks and  
19 that's what you do. You look at it fresh and I looked at  
20 number 2 and said, "Hey, I'm not sure I know what that  
21 means."

22 FACILITATOR KERN: There's absolutely no  
23 reason to apologize. These things do get stale, though,  
24 and so people have read it a number of times and then they  
25 just don't. So I understand that.

1 Sara.

2 MS. SEGAL: Could I just suggest that  
3 the -- if we would do something like Sam says like that,  
4 the word "feedback" instead of "report," because "report"  
5 sort of sounds onerous, and "feedback" could be a letter,  
6 a memo, an e-mail, you know. Feedback -- anyhow, that's a  
7 suggestion.

8 MR. BERMAN: Nevender keeps trying to say  
9 something.

10 MR. NARALA: I'm sorry. I have an  
11 editorial comment if you want to take it. The RAB has  
12 been put in parentheses and you have not followed that on  
13 the one, two, three, four, fifth one whereas on the third  
14 line. You have Presidio RAB spelled out again.

15 FACILITATOR KERN: Oh.

16 MR. NARALA: Do you want to put it back  
17 together or do you want to carry on?

18 On the last one further, resolve that, the  
19 same thing.

20 FACILITATOR KERN: Got you.

21 MR. NARALA: Thank you.

22 FACILITATOR KERN: We'll make that  
23 consistent.

24 So -- I personally would be satisfied  
25 removing number 2 and inserting something else,

1 Because I think we're actually already doing the number

2 2 --

3 MR. BERMAN: Right. Anyway.

4 FACILITATOR KERN: -- now.

5 So that's working for me for what got into  
6 number 2, as I understood it, and as other people  
7 understand it, some more feedback or reporting, I would be  
8 happy to put that in.

9 MR. BERMAN: I'm uncomfortable with the  
10 word "feedback." That's a little too colloquial. A  
11 report suggests something written. Feedback, I'm going to  
12 catch you just as you go out the door. I'm going to blast  
13 something into your ear, and --

14 FACILITATOR KERN: Well, would everybody  
15 feel like some sort of written reporting?

16 MR. COOPER: Findings?

17 FACILITATOR KERN: Findings.

18 MR. COOPER: Recommendation.

19 MS. CHEEVER: Or actually the word  
20 "memoranda."

21 MS. SEGAL: But memoranda is not so formal.

22 MR. COOPER: Findings come out of a  
23 meeting.

24 MS. SEGAL: Findings and recommendations  
25 come out of reports. They don't require it, though.

1 FACILITATOR KERN: In a concerted dialogue  
2 with -- with appropriate reporting.

3 MS. MONAGHAN: I like reporting because it  
4 could be anything.

5 FACILITATOR KERN: It could be anything.

6 MS. SEGAL: Reporting is different than a  
7 report. That's good. I like reporting. Report sounds --

8 MS. MONAGHAN: It could be verbal; it could  
9 be a chart.

10 MR. HULTGREN: How about going back to part  
11 2 again and just saying something to the effect that a  
12 written report be -- say issued or prepared after the --  
13 what do we call it? After the high-level meeting?  
14 Summarizing the understandings reached at that meeting or  
15 understandings or agreements and disagreements or  
16 whatever.

17 MR. BERMAN: I -- I think that will -- what  
18 we have by just putting in reporting in number 1, it  
19 doesn't really say that it's pre, post or anything. It  
20 just says that this effort is going to have some kind of  
21 reporting associated with it, and personally, I -- I think  
22 that's the most effective way of doing it rather than  
23 saying that the meeting should have a written report  
24 summarizing the meeting.

25 It says that -- number 1 indicates a

1 process, and a reporting should be part of the process and  
2 go on, more than a summit meeting, maybe. "As part of the  
3 summit meeting, Middleton decides that he wants this group  
4 to meet quarterly and let him know what progress is being  
5 made."

6 FACILITATOR KERN: It seems to me that  
7 there would be a desire from the RAB -- from RAB members  
8 who were not in attendance to have some kind of summary of  
9 what happened.

10 That's what I think Julian and Sam are  
11 talking about. That's absolutely correct, and to have  
12 something that -- I mean, that's why I proposed "with  
13 appropriate reporting" simply because I didn't necessarily  
14 want to get into having all the agencies bless a certain  
15 report as being specifically totally representing their  
16 particular view if that prevented good things from  
17 happening, because people get very particular about  
18 written -- things written down, which can be good, but can  
19 also be part of the problem, and perhaps we even have some  
20 issues associated with agreements that were created long  
21 ago that we can't get out of because they were written  
22 down.

23 So that's partly what I'm trying to finesse  
24 somewhat.

25 MS. MONAGHAN: I agree with that, leaving



1 it open so that we know that there's going to be some  
2 reporting back to us through the whole process.

3 FACILITATOR KERN: Exactly. Not just one  
4 little report.

5 MS. MONAGHAN: And it's reporting back to  
6 everybody, not just to the RAB.

7 FACILITATOR KERN: Absolutely.

8 MR. BERMAN: Right.

9 FACILITATOR KERN: And then we would  
10 develop within the process a way of externally  
11 communicating what is happening all the time so people  
12 could feed back into it -- not to use a weird word, but to  
13 contribute as things were going on.

14 Gloria.

15 MS. GEE: If you want to sort of take a  
16 follow-up on Jan's and maybe somewhere on that item 2, if  
17 you want to keep it like "execute written memoranda on an  
18 ongoing basis to further" -- you know, so that it's not  
19 just a one-shot deal. That's what you want. You can say  
20 "on ongoing basis."

21 MS. MONAGHAN: That's why I say the report,  
22 because it doesn't have to be a written memorandum. It  
23 could be lots of different things.

24 MS. GEE: Ongoing report.

25 MS. MONAGHAN: I like eliminating 2 and

1 just having reporting.

2 MR. BERMAN: I think Doug's suggestion of  
3 appropriate reporting indicates that there's -- that  
4 there's some -- something has to be out -- an outcome of  
5 the -- of these meetings, and, you know, whatever we're  
6 saying here, we're -- we can write another resolution if  
7 we need to later on as long as this resolution doesn't get  
8 us into trouble in some way and it does ask for the things  
9 that we want.

10 Now, if it turns out something happens that  
11 we don't like it, can't we write another resolution that  
12 says you didn't pay attention to our previous resolution,  
13 so we're going to be very, very specific now?

14 FACILITATOR KERN: I would expect that if  
15 you did not feel satisfied with the reporting, that you  
16 will tell us. You will say, "I don't feel like I'm  
17 getting what's happening in your meetings. I think we  
18 need a written report or" -- and then you could write a  
19 resolution. Yes.

20 Julian.

21 MR. HULTGREN: But if we don't tell you  
22 first that we want a written report and you go all the way  
23 through the procedure and then we ask for one and you say,  
24 "Gee, we don't have any record of it. We don't -- we'll  
25 just kind of be making it up now," so I think we have to

1 at least tell you that we want a written report.

2 I don't care how we --

3 FACILITATOR KERN: Well --

4 MR. HULTGREN: How or where we put it, but  
5 at least that much.

6 FACILITATOR KERN: I think your point is  
7 well taken. That kind of feeds back to the note-taking  
8 part of it that the notes --

9 MR. COOPER: Mm-hmm.

10 FACILITATOR KERN: -- have to not just be  
11 my little scribbles. They have to be something that I can  
12 hand to you of what happened and they have to be something  
13 that everybody in the meeting would feel comfortable --  
14 people could review it and say, "Okay. That is what  
15 happened," but I'm thinking the notes are going to help  
16 take care of the reporting part of it; that it may be  
17 built into what we're already talking about.

18 I don't know Brian, Nevender, Craig, do you  
19 have any feel for whether you're going to have any issues  
20 around the notes being released? I mean --

21 MR. COOPER: None.

22 FACILITATOR KERN: I think these would be  
23 totally wide open.

24 MR. NARALA: We don't have any concerns  
25 about notes. If they come to our office, it's public

1 unless you ask for it to be confidential.

2 FACILITATOR KERN: Yeah. The whole idea of  
3 doing this is to create efficiencies, streamlining,  
4 because we have an issue, a fifteen million dollar budget  
5 shortfall and we're going to come together and work on  
6 that, and this is the notes and the ideas and the things  
7 that get generated.

8 I feel like, you know, going beyond the  
9 notes, the group may decide to generate, you know --  
10 commit to writing some distillation of ideas.

11 I don't know that in advance, but --

12 MR. BERMAN: You could maybe satisfy Julian  
13 by inserting in a concerted dialogue and "appropriate  
14 written reporting," those three words -- four words. And  
15 "appropriate written reporting to assess current  
16 processes," et cetera.

17 Then that would cover the idea of 2 and  
18 indicate that something would be written.

19 FACILITATOR KERN: Mm-hmm.

20 MR. HULTGREN: Sounds good.

21 MS. CHEEVER: Is it and/or with  
22 "appropriate"?

23 MR. BERMAN: I'm sorry. She's right.

24 FACILITATOR KERN: All right.

25 MS. CHEEVER: Does that satisfy you?

1 MR. HULTGREN: Sure.

2 MS. CHEEVER: I know I'm the one who  
3 started the whole thing of eliminating 2, but maybe we  
4 actually want to end the sentence with the end of 2 so  
5 that after et cetera, it would read: "So that effective  
6 use of the remaining funds will realize mutually shared  
7 goals."

8 Anybody have a reaction to that?

9 MR. HULTGREN: Where are you?

10 MS. CHEEVER: Well, in the whole therefore  
11 paragraph, although I'm suggesting taking out in the third  
12 to last line everything starting with "and" and then the  
13 "to" and the mention of the written memoranda --

14 MR. HULTGREN: Mm-hmm.

15 MS. CHEEVER: -- but to keep in the phrase  
16 "so that effective use of the remaining funds will realize  
17 mutually shared goals." It will be the point of the whole  
18 paragraph.

19 FACILITATOR KERN: Absolutely. That makes  
20 sense to me.

21 So we have -- we're going to eliminate "and"  
22 in number 2 and the parentheses "the aforementioned  
23 stakeholders" up to the words "agency efforts" and it will  
24 read: "To eliminate procedural weaknesses; e.g.,  
25 unnecessary delays, duplication of effort, et cetera, so

1 that effective use of remaining funds will realize  
2 mutually shared goals."

3 We'll also insert in the third line insert  
4 "dialogue to appropriate written reporting to assess  
5 current processes and procedures." And remove the number  
6 1 and the colon.

7 Further discussion?

8 MR. BERMAN: I move that the augmented  
9 summit resolution as suggested by Doug be approved by the  
10 members here today.

11 MR. HULTGREN: I second it.

12 FACILITATOR KERN: It's been moved and  
13 seconded that the augmented summit meeting resolution be  
14 approved by the RAB.

15 Any further discussion? I want to make sure  
16 I get this right.

17 MS. CHEEVER: Actually in the fourth line,  
18 I think we should say "February of 2006," not January.

19 FACILITATOR KERN: February 2006. And with  
20 the other consistencies noted by Nevender about the RAB.

21 All in favor, say aye. Opposed? Motion  
22 carries.

23 Thank you very much for your comments and  
24 your approval.

25 We've discussed the summit meeting agenda,

1 development strategy, great ideas on that. We just have a  
2 few more items and we'll get people home to their  
3 sweethearts and others.

4           So we have -- and actually there is an  
5 agenda -- there's an item on here that wasn't on the  
6 agenda and that -- I was reminded that we were going to  
7 produce these letters of appreciation which I wrote up  
8 drafts, and I inserted one line in the middle -- the  
9 second line of the second paragraph is different.

10           MR. BERMAN: For each one.

11           FACILITATOR KERN: As just being my own  
12 personal recollections of these -- their contribution.

13           So you might look at that and see whether  
14 there's appropriate or -- it was just to make them so they  
15 weren't all the same.

16           MR. BERMAN: I have a suggestion. I don't  
17 know whether it's appropriate or not. It just occurred to  
18 me that the letter -- I mean, this would -- there is no  
19 RAB letterhead.

20           FACILITATOR KERN: There has been  
21 occasionally different --

22           MR. BERMAN: But there isn't any formal RAB  
23 letterhead, and, you know, I was wondering whether, in  
24 fact, it would be appropriate for the letter to actually  
25 come from Craig saying, you know -- "thanking you for your

1 community service and serving on the RAB." And so it  
2 would be a letter which had the Trust letterhead and  
3 which -- I mean, it's a gesture of a certain sort and my  
4 thought was if it came from the Trust and maybe signed  
5 by -- by Mark or something, also, it would be -- sort of  
6 elevate the -- the prominence.

7 MR. COOPER: I think we have two options.  
8 Mark co-sign his own letter and then I can sign the  
9 letter, because we're co-chairs, or -- you know, then my  
10 letter would be on the Trust letterhead, or I'm happy to  
11 just sign -- co-sign this one.

12 There wouldn't be a letterhead, though  
13 because Mark doesn't work for the Presidio Trust,  
14 though --

15 MR. BERMAN: I'm not suggesting --

16 MR. COOPER: I don't think the letterhead's  
17 all that important. I would recommend -- I would like to  
18 sign with Mark if possible if you guys are okay with that  
19 just to kind of streamline things, and --

20 MR. BERMAN: Do you have any objection for  
21 the letter to come out on -- with the -- as a Trust letter  
22 co-signed by Mark and -- signed by you and then co-signed  
23 by Mark?

24 MR. COOPER: I don't know if Mark would  
25 feel comfortable. I guess -- I don't know how that works.



1 I'll have to ask my attorney and ask Mark if he's willing  
2 to sign a letter on Trust letterhead.

3 MS. CHEEVER: My perspective on my decade  
4 on the RAB is it's actually nice and a little important  
5 that we're separate from the Trust informally and separate  
6 from the Army and we're not an instrument of the Trust.

7 So I would suggest the homemade RAB  
8 letterhead, but I think it's nice that Craig wants to  
9 sign.

10 MR. COOPER: Right, and as co-chair, I  
11 think I can sign on a letterhead that's a RAB letterhead,  
12 as well.

13 FACILITATOR KERN: Any further discussion?  
14 Preferences?

15 I -- I basically would very much like to get  
16 these out, and so if there's no objection to the actual  
17 language, then I'll work with Mark and Craig to get the  
18 letter out.

19 MS. MONAGHAN: Thank you very much.

20 MR. COOPER: Yes. Thanks, Doug.

21 FACILITATOR KERN: All right. We have two  
22 more items. There was the -- thank you to Craig for  
23 reproducing this article for everyone to have a copy.

24 If you haven't seen it, it is an article by  
25 Jane Kay, as you can see, regarding landfills at the

1 Presidio. It's like years this has been in the works and  
2 here's our -- and it's something to -- something to be  
3 proud of, I think, that this good work is being  
4 recognized, and particularly the site, Baker Beach 3, now  
5 Coyote Gulch.

6 So I'm really pleased that we had this in  
7 there and I thought it would be nice to talk about it  
8 briefly and see if anybody had any comments on it.

9 MS. SEGAL: Well, I also think it's  
10 interesting that she talks about the cleanup of the  
11 remaining eight sites, that there may not be full cleanup  
12 of all of them and that kind of --

13 FACILITATOR KERN: Well, it's difficult to  
14 know what she meant by that, but I certainly hope that  
15 there will be full cleanup of all the sites.

16 Perhaps she was referring to financial  
17 issues. I don't know, but that's what we're working on.

18 MS. SEGAL: And I think it's timely.

19 FACILITATOR KERN: Yeah. Absolutely.

20 Nevender.

21 MR. NARALA: Actually on fillsite 6A, the  
22 exhibit officer's report, so thanks to Craig here, he  
23 worked on it, so the picture -- the nice picture of  
24 fillsite 6A with the stream flowing and everything and it  
25 was mostly a summary from me to the officer, and that is

1 available.

2 FACILITATOR KERN: Oh, yes. I think we  
3 should be collecting these little bits of outreach. I  
4 think that's great that this work is getting recognized.

5 MR. NARALA: So let me send you the link so  
6 you can share it with everybody.

7 FACILITATOR KERN: Thank you.  
8 Julian.

9 MR. HULTGREN: I think it's an excellent  
10 article and I think those who parts -- contributed to  
11 it -- I know Doug did and Craig and maybe others, too -- I  
12 don't know -- should be complimented, because it -- it  
13 is -- it looks good.

14 It makes what really was a very good project  
15 known to -- to the public, and it's also accurate, I  
16 think, in what it says. Very good work.

17 FACILITATOR KERN: And I think we have Jane  
18 to thank, too. She's been around a long time and it felt  
19 like I heard about her for ten years and I got this call,  
20 so wow. It was kind of fun to comment and she pretty much  
21 quoted me exactly. So that was really great.

22 Craig.

23 MR. COOPER: I love the article, as well.  
24 This was an article that, you know, has been more than two  
25 years in the works, as far as I'm concerned.

1 I think Brian and I talked about doing  
2 something like this a long time ago when we first did  
3 fillsite 5. Maybe we should have a couple more sites  
4 under our belt.

5 We really hoped to have an article like this  
6 when we had the opening ceremony for 6A in December, and  
7 there was no -- I was crushed because there was, you  
8 know -- according to our public affairs officer, there was  
9 no media interest in that, and for people that went to the  
10 6A event, it was an incredible event and it just -- it  
11 killed me that we did not get any media attention for  
12 that.

13 I mean, we had over a hundred people there  
14 and it was an incredible day, but -- and then, you know,  
15 Lew Stringer approached me about doing a press release for  
16 his planting event on Baker Beach 3, and I was like okay.

17 Then he said, "Well, we have media attention  
18 now to the press release," and so that's -- so what was  
19 originally going to be maybe a small little blip in the  
20 paper about a planting event at Coyote Gulch, and I kind  
21 of revamped the thing that I had prepared back in December  
22 and presented it to Jane and said, "There's a lot more  
23 than just this one landfill. We have a whole program  
24 now." She had no idea.

25 So we drove her around to the other

1 projects, as well. So it was a last minute add-on. So of  
2 course the focus was the event at Coyote Gulch, but we had  
3 that article that I was hoping for, that we have a much  
4 broader, much more ambitious program going here.

5 So that's a little bit of background on how  
6 this -- you never know when a reporter's going to get  
7 interested.

8 When they are interested, you've got to be  
9 ready right then because they've got deadlines and they  
10 want to go to print.

11 There's one little correction just for the  
12 record here that I know it got -- my boss a little bit in  
13 a twist, but I told him in the big scheme of things, the  
14 public doesn't care, but it does say the National Park  
15 Service is using the 99 million dollars, and it's the  
16 Presidio Trust.

17 We all know that and the average reader and  
18 the public, you know, doesn't really care, you know. What  
19 they care about is the work that we're doing and the end  
20 product of our work, and whether it's the Presidio Trust  
21 or the National Park Service, you know, I think even --  
22 even us sometimes get it confused on who's doing what.

23 So that's my only thing, so -- just so you  
24 know, the Trust is spending the money.

25 FACILITATOR KERN: Julie.

1 MS. CHEEVER: I almost missed this article  
2 completely because I didn't know the name Coyote Gulch.

3 Was that ever announced here at our  
4 meetings?

5 FACILITATOR KERN: I don't recall it ever  
6 being --

7 MR. COOPER: That's a good point. The  
8 restoration people are renaming these sites after all the  
9 fill material is gone. I think it's kind of a cool thing  
10 to do to kind of take away the old name and on with the  
11 new.

12 MR. ULLENSVANG: The new name falls off  
13 your tongue easier than Baker Beach 3.

14 MR. NARALA: Fillsite 6A, what is that --

15 MR. COOPER: Thompson Hollow.

16 MR. NARALA: That seems a lot better.

17 MR. BERMAN: Craig, did you ever think of  
18 just writing a note to the editor and just clarifying that  
19 one sentence?

20 MR. COOPER: We thought about it and, you  
21 know, I talked a little bit with my boss and I'm  
22 recommending at this point just to kind of let it go.

23 Lots of times these corrections to the  
24 editor, people don't get it, anyway.

25 MR. BERMAN: But it's an opportunity. You

1     could write the letter saying that --

2                   MR. COOPER:    Thank you for this article.

3                   MR. BERMAN:    -- it's a wonderful article,  
4     we appreciate this, but please note that the following  
5     is --

6                   MR. COOPER:    What do you guys think?

7                   MS. SEGAL:    I think an e-mail to Jane would  
8     be a better thing than a public letter.  If you want to  
9     thank her for the article and say by the way, if you want  
10    to do that, because you want her to do that and come back  
11    and do other articles.  That's a pro --

12                  MR. COOPER:    Yeah.

13                  MR. BERMAN:    You don't want to write her a  
14    private letter saying:  "Thanks, but you made a mistake."

15                  MS. SEGAL:    Well, you wouldn't say it that  
16    way.

17                  MR. COOPER:    I'll see how people in here  
18    feel about it and it doesn't look like we're going to  
19    write anything at this point in time.

20                  We have something written up, but it's more  
21    along these lines of "thank you very much for this  
22    article, for highlighting the restoration work."  In that  
23    same letter, kind of tell people again what we're doing  
24    here, and if they didn't read the first article, they can  
25    read the letter to the editor and once again hear about

1     what we're doing.

2                     If you write a clarification, you sound like  
3     you're a little bitter. I didn't want to go that  
4     direction or -- because we're not. "By the way, here's  
5     one little clarification."

6                     MS. CHEEVER: On page 2, it refers  
7     specifically to the Trust. It says: "Craig Cooper, Trust  
8     Environmental Program Manager." It says: "The Presidio  
9     Trust is asking the Army for additional funds."

10                    MR. COOPER: Right, it contradicts itself,  
11     right. So at the beginning, it talks about how the Park  
12     Service is spending the money, but then later in the  
13     article, it talks about how the Trust is.

14                    So it's a little bit of internal  
15     contradiction in the article, so if people only read page  
16     1 and didn't flip to page 5, maybe they -- I don't know.

17                    FACILITATOR KERN: Thank you for  
18     reproducing these in such a nice way. Very nice.

19                    MR. COOPER: Yeah.

20                    FACILITATOR KERN: So we'll leave that to  
21     you to figure out.

22                    All right. So we -- I wanted to give Craig  
23     a few moments to comment. We kind of cut him off due to  
24     time at our committee meeting regarding commissary cap.

25                    We'll try to put that at the beginning of



1 our next committee meeting --

2 MR. COOPER: Right. For February 28th.

3 FACILITATOR KERN: -- to do a review of the  
4 commissary cap. So that's one agenda item for the  
5 committee meeting.

6 Did you have anything else that you wanted  
7 to --

8 MR. COOPER: There's a few things. I'll  
9 make it quick. Cut me off if you think I'm rambling on  
10 too long, but there's a couple things I want to talk  
11 about.

12 In our cost reporting, under that topic,  
13 we've just yesterday issued another quarterly financial  
14 status report, and just so everyone knows, it goes to Mark  
15 and we copied Doug and Jan, so they'll be getting their  
16 own quarterly report at this point in time.

17 Things of interest -- you know how we do a  
18 variance report in table 1. We didn't have a big -- big  
19 increase this time, but there's a couple projects that  
20 have gone up a little bit, because, you know, we look at  
21 our project cost projections monthly and then we report it  
22 out quarterly.

23 There's an issue that's been recently  
24 discovered in building 937, and I don't know if I've  
25 reported that to the RAB.

1 Does that ring a bell at all?

2 FACILITATOR KERN: I know what you're  
3 talking about, but I don't think it's been discussed.

4 MR. COOPER: Just so Jan isn't confused  
5 when she sees a variance report for 937.

6 Building 937 is down by Crissy Field, and  
7 it's -- it's in this green zone that is construction  
8 complete.

9 It was work that was done by the Army, and  
10 the Trust had to do some more -- you know, over the last  
11 couple years, we've done some cleanups here and there in  
12 this area and then we finished, and so we prepared this  
13 big construction completion, actually what's called  
14 certification request, from DTSC, and DTSC basically  
15 said -- we requested a certification request for almost  
16 all of this green area here, from here -- DEH area, all  
17 this area for the most part.

18 There's some exceptions.

19 MR. ULLENSVANG: Except for 938.

20 MR. COOPER: Except for the 937  
21 groundwater, correct, but we did request certification on  
22 the building itself, and -- and Bob said, "Um, okay, but I  
23 want you to check -- before I give you the final  
24 certification for this -- 937." He said, "I'm a little  
25 bit concerned about there could be some -- I want you to

1 check the indoor air quality of that building."

2 So he put that in writing, and so I prepared  
3 a work plan. There's guidance on how to check on indoor  
4 air quality, and what we discovered is that there's some  
5 solvents that were apparently spilled by the Army that are  
6 underneath the concrete floor slab of building 937, and  
7 that solvent is a chlorinated solvent.

8 It's called perchloroethylene, and it's used  
9 for degreasing. It's used for dry cleaning, but this was  
10 a hangar, an aircraft hangar and parts cleaning.

11 I'm assuming they were using it either to  
12 clean the floor or to clean aircraft parts or things like  
13 that.

14 So we are going to have to do more -- DTSC  
15 will not certify us now because we have now discovered  
16 previously unknown contamination that's been spilled by  
17 the Army, and so we're going to have to follow up on this,  
18 and I'm preparing now yet another work plan to do more  
19 tests.

20 The solvents have only been discovered in  
21 what's called the soil gas, which is underground. You  
22 have soil particles, and the space in between, there's  
23 usually just air, and so you can suck out that air that's  
24 in the ground and it's a good indicator to see if there's  
25 evaporated solvents.

1                   That's all we've found. We haven't found  
2 out if there's still like a liquid solvent down there  
3 stuck to the soil or has it gone all the way down to the  
4 groundwater, because we knew that we had a little bit of  
5 solvents in groundwater downgradient of this building.

6                   So that's what this follow-up work plan's  
7 going to be about, and we're going to be testing more soil  
8 gas. We're going to test the soil and test the  
9 groundwater in and around the 937 area.

10                  It's a pretty serious find. This  
11 chlorinated solvent, it could be the -- the mobility of  
12 it, it can move around both in gas phase and it can move  
13 in groundwater pretty quickly, and so it's a pretty -- I'm  
14 pretty concerned about this.

15                  It could have significant cost consequences,  
16 and if you asked about a claim, we immediately notified  
17 the Army that we're filing a claim on this, and Zurich, as  
18 well.

19                  MS. MONAGHAN: Is there a tenant in that  
20 building?

21                  MR. COOPER: No, but there's plans -- as  
22 you know, that West Crissy area, this was our big -- you  
23 know, so you can imagine the real estate department was  
24 crushed by this news, too. I feel like sometimes I'm the  
25 bearer of bad news.

1                   We don't want anyone in that building until  
2 we feel the indoor air quality is going to be safe for  
3 that.

4                   MS. SEGAL:    Can you explain -- so when they  
5 do the testing, do they drill in the concrete slab or are  
6 they just testing the area?

7                   MR. COOPER:   The one test that they've done  
8 so far, you drill like eight places. I think we did -- or  
9 twelve places?

10                  MR. ULLENSVANG:   Six or eight.

11                  MR. COOPER:    We drill right through the  
12 concrete slab. You make sure it's tight, and we suck the  
13 soil gas immediately below the concrete slab.

14                  So we didn't even go deep into the soil yet.  
15 We'll do that in this next test.

16                  MS. SEGAL:    There weren't any old drains?

17                  MR. COOPER:    There was an old drain.

18 That's being taken into consideration for our  
19 investigation.

20                  MS. SEGAL:    There actually might be a pan  
21 there, too. So I wanted to tell you about that. It could  
22 have sig -- I'm estimating when everything's said and done  
23 on this, probably another million dollars.

24                  That's my out-of-the-box guess, and so  
25 that's why I'm saying it's a big deal.

1                   What else is on my list?

2                   Over the Christmas and New Year's holidays,  
3 there was -- it didn't affect the remediation site, but  
4 there was a -- a spill of mineral oil that happened, and  
5 this -- it was from an electrical transformer and that --  
6 and I'm writing this up in a big long letter and I'd hoped  
7 to get this letter done, and I plan on e-mailing it out,  
8 but basically in a nutshell, just so you know what's going  
9 on, when this letter is signed, I'm assuming -- Bob and  
10 Nevender know about it, and I've mentioned it briefly to  
11 Doug, but the Trust Utility Department had this electrical  
12 transformer. They parked it back behind building 231 --  
13 you know where the archaeological lab is?

14                   FACILITATOR KERN:   That's the old gas  
15 station.

16                   MR. COOPER:   Correct. Where we have the  
17 remediation site. Let me find it real fast here. Here's  
18 fillsite 6A. So you go basically behind fillsite 6A right  
19 in this area here, and they -- they were draining the oil  
20 out and the person had a drip pan.

21                   It was just starting to drip the last little  
22 bit and he had a drip pan there and he said he forgot  
23 about it and then a storm hit, and so the drip pan  
24 overflowed and it was on a paved area, but it made its way  
25 down to a drop inlet that went into the pipe that went to

1 Crissy Marsh.

2 So a little bit of mineral oil made its way  
3 into Crissy Marsh, and I'll tell you, we weren't all that  
4 happy about it, nor was the Park Service.

5 And so we've done cleanup that we can, and  
6 the last little bit is still yet to be done, but  
7 there's -- it did cause a little bit of sheen if you  
8 looked real carefully at Crissy Marsh.

9 That's not present anymore, but what I'm  
10 concerned a little bit about, inside the -- between where  
11 the oil went inside the storm drainpipe, and if Crissy  
12 Marsh is here, I'm still afraid there's a little bit of  
13 oil still floating.

14 That part of the pipe doesn't have a really  
15 strong gradient, so it can kind of go stagnant. Actually,  
16 we're going to put in absorbent pads and take out the last  
17 little bit of oil. That's going to happen soon.

18 I had to do a formal report to the national  
19 response. There's all kinds of agencies that I had to  
20 tell them about it, and I'm writing a report to Nevender  
21 and Bob kind of summarizing what happened and who I  
22 reported it to, et cetera, et cetera.

23 MS. SEGAL: Craig, on the electrical  
24 transformers, there are no more PCBs?

25 MR. COOPER: Not in the ones the Trust is

1 using now. The way the regs work, even when you're using  
2 a new transformer, there's a little bit of a concern that  
3 there's some residual.

4 We tested and there was no PCBs in the oil  
5 that we spilled. That would make it a lot worse. So it  
6 was a mineral oil.

7 Okay. But anyway, you'll get an e-mail of  
8 my letter to Bob and Nevender. You'll get the whole  
9 story.

10 On the Cleanup News, I know we haven't read  
11 an article for the Cleanup News. I've written an article  
12 here and there. Actually, Tia Lombardi told me that the  
13 Presidio Post is going to undergo a transformation. It's  
14 going to be called At The Presidio and More Quarterly.

15 I think she's kind of working at the format,  
16 but it's going to be kind of a little bit -- I don't know.  
17 Glossier. I don't mean glossier in the type of paper, but  
18 a little glossier, but at the same time, they're to have  
19 like an SF Gate type thing.

20 Right now there's that news you can use  
21 e-mail, but we're going to try to do something a little  
22 bit in between that and a glossier quarterly newsletter,  
23 kind of like an SF Gate thing, and so Tia Lombardi, my  
24 public affairs person said we're welcome to put -- she's  
25 going to call it the E Newsletter, Presidio E Newsletter,



1 but it's kind of another page, I think, and that will be  
2 done monthly, and we can put articles from our remediation  
3 program, you know, in this monthly E newsletter, and then  
4 it will at least -- and if we wanted to do an annual type  
5 report for the At The Presidio thing, as well.

6 So I just wanted to tell you that, so maybe  
7 she gets these things off the ground, the E newsletter and  
8 the At The Presidio thing, we'll start to see her format  
9 and see how we can plug her format into our new types of  
10 correspondence.

11 Another thing, and this is the last thing.  
12 I had recently written a letter to Nevender. As you  
13 probably know, we did a big Lobos Creek walkabout three  
14 weeks ago, and -- oh, wait. I mentioned this. About the  
15 pipe that we found.

16 MS. SEGAL: Yes.

17 MS. MONAGHAN: You talked about it at the  
18 committee meeting.

19 MR. COOPER: Awesome. Don't need to talk  
20 about it anymore.

21 FACILITATOR KERN: Some of the folks might  
22 not have been at that. If you can just briefly mention  
23 what it was.

24 MR. COOPER: Okay. So there was -- we  
25 found basically a sewer pipe, and we don't know if it's a

1 storm sewer only or a -- like the pipe that we found last  
2 year, which was a storm sewer that sometimes gets sewage  
3 during high rainfall events.

4 We don't know at this point what type of  
5 pipe it is, but we found a pipe that comes from the City  
6 side at -- right around 21st Ave, in between 20th and  
7 21st.

8 It comes down broken and it comes down on  
9 the Presidio side of the bank, as well, and so -- and  
10 it's -- water is coming out of it.

11 In my letter, I call it a liquid, but  
12 it's -- it's water. I don't know what else is in the  
13 water, and so I have written a letter to Nevender and I  
14 copied the City.

15 The city's already been made aware of it we  
16 expect the City to hopefully take action in advance so the  
17 Water Board doesn't have to go through anything if the  
18 City could just step up and do what they did last year,  
19 perhaps. It could all be taken care of quickly.

20 And the second thing just real briefly, the  
21 pipe that the City did fix last year appears to work  
22 great, but may have a small deficiency during extremely  
23 high rainfall events. It still might surcharge -- yeah.

24 So we saw some evidence after the -- I  
25 assume it was probably the New Year's Day storm. That

1 sewer pipe that the City fixed last year probably did  
2 surcharge a little bit.

3 So my letter notified -- basically it's a  
4 notification to the Water Board saying this is what we  
5 found during our walk, these two things and all it says  
6 is at the end -- I don't know. The Trust recommends that  
7 the Board consider the above information and take  
8 appropriate follow-up actions or something to that effect,  
9 but I copied the City and hopefully the City will just  
10 say, "Okay. We're on it and here we go," but --

11 MR. ULLENSVANG: The City was already  
12 working on it.

13 MR. COOPER: The City was already working  
14 on the 21st Avenue -- the pipe they fixed last year. The  
15 City went out there. The manhole -- there was a manhole  
16 cover and it had been removed.

17 MR. NARALA: Something happened to it,  
18 right?

19 MR. COOPER: When we saw that. First we  
20 saw are kids down here. Did someone come down here? We  
21 thought about it and Doug actually noticed, oh, wait a  
22 minute. There's some evidence that there was some  
23 sediment -- water will come out and move some sediment  
24 down the side of the pipe. Oh, my gosh, that means it  
25 probably got pressurized and popped the manhole cover.

1 MR. NARALA: That manhole cover's heavy.

2 MR. COOPER: It's very heavy.

3 Anyway, and the City went down. They put  
4 the manhole cover back in place and my understanding --  
5 though I've never talked to the City person directly  
6 myself, but somebody else at the Trust who talks to that  
7 person said they're working on trying to figure out the  
8 hydraulics of that pipe to see how they can stop it from  
9 surcharging even during high rainfall events.

10 Okay. That's it, and Presidio committee  
11 meeting, RAB committee meeting on the 28th, definitely  
12 talk about commissary PX, cleanup and corrective action  
13 plan.

14 I'm going to be meeting with Nevender on  
15 that soon because we want to get that cleanup going this  
16 spring for sure. So -- thank you.

17 FACILITATOR KERN: Sam.

18 MR. BERMAN: Craig, I have a question about  
19 937.

20 MR. COOPER: Yes.

21 MR. BERMAN: Does the existence of this  
22 soil gas below the concrete slab mean that it -- there is  
23 enough pressure gradient so that there's actually -- it is  
24 moving through the slab and into the -- into the building  
25 itself?

1                   MR. COOPER:    Yeah.  That -- it's a good  
2 question.  The movement of soil gas is very hard to model.  
3 A lot of things affect it, including barometric pressures  
4 and storms coming in and out.

5                   There's a lot of cracks.  It's very thick,  
6 but it has cracks in it.  There's a floor drain, so  
7 there's potential conduits for the gas to come up into the  
8 building.

9                   First we were struggling.  We actually  
10 recently tested the indoor air quality, as well --

11                  MR. BERMAN:    Yeah.

12                  MR. COOPER:    -- following the DTSC  
13 guidance.  We haven't quite gotten the results yet, and we  
14 know that -- you know, because we want to at least get an  
15 order of magnitude cut about how much soil gas is going to  
16 into the building right now.

17                  Right now the building's drafty, and in  
18 order to renovate it, it's going to be a much tighter  
19 building which makes indoor air quality more sensitive to  
20 underlying gas plumes.

21                  So it's just an order of magnitude first cut  
22 on what kind of problem we have and what's the gradient  
23 right now with the soil gas up and down.

24                  MR. BERMAN:    But you could tent a small  
25 area and make it completely airtight and --

1 MR. COOPER: There are techniques to --  
2 right. We can try to mitigate this issue and safely move  
3 in the tenant and still kind of learn -- work on the long-  
4 term cleanup of this building.

5                   There's ways to -- to vent soil gas off  
6   and -- because it's really easy to move gas around. So  
7   you can just create a little pressure drop at the back of  
8   the building and suck it right in the back and -- we'd  
9   have to figure out the treatment for that, but there's  
10  a -- as long as you get the -- also, as you know, get the  
11  gas going in the right direction instead of up into the  
12  building and you can get it going so it's not going up  
13  into the building, you can -- you can safely -- there's a  
14  lot of occupied buildings that have active --

15 MR. BERMAN: Right.

16 MR. COOPER: -- soil gas treatment going  
17 on.

18 MR. BERMAN: And those are a lot less than  
19 a million dollars. I was just absolutely startled by  
20 the --

21 MR. COOPER: The million dollars is all the  
22 investigation work, all the regulatory reporting that's  
23 going to be going around it and the cleanup activity and  
24 et cetera, et cetera.

25 I just lump summed it at about a million

1 bucks. I know, but I think that's a pretty good guess at  
2 this point.

3 FACILITATOR KERN: Well --

4 MR. COOPER: I hope it's less.

5 FACILITATOR KERN: Any other comments for  
6 Craig? Thank you very much for those reports.

7 Thanks to everyone.

8 Is there any other -- are there any other  
9 items for the good of the order tonight?

10 Gloria.

11 MS. GEE: I just had a question, like after  
12 you prepared those like letters to our -- our recently  
13 departed members, is there any need for getting -- filling  
14 more members?

15 FACILITATOR KERN: Probably is. We're  
16 probably going to start in on that soon.

17 MS. SEGAL: Can you put that in for an  
18 agenda item for the committee meeting if we get time?

19 FACILITATOR KERN: Sure.

20 Anything else?

21 Thanks to everyone for coming out tonight on  
22 Valentine's Day. Happy Valentine's Day to everyone, and  
23 thanks for your participation.

24 Without objection, meeting adjourned.

25 (The meeting adjourned at 9:02 PM).

1 STATE OF CALIFORNIA )  
2 COUNTY OF SAN FRANCISCO )

3

4 I, the undersigned, hereby certify that the  
5 discussion in the foregoing meeting was taken at the time  
6 and place therein stated; that the foregoing is a full,  
7 true and complete record of said matter.

8 I further certify that I am not of counsel or  
9 attorney for either or any of the parties in the foregoing  
10 meeting and caption named, or in any way interested in the  
11 outcome of the cause named in said action.

12

13 IN WITNESS WHEREOF, I have  
14 hereunto set my hand this  
15 \_\_\_\_\_ day of \_\_\_\_\_,  
16 2006.

17

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\_\_\_\_\_  
Mark I. Brickman CSR No. 5527

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A				
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PRESIDIO RESTORATION ADVISORY BOARD MEETING

REPORTER'S TRANSCRIPT OF PROCEEDINGS

TUESDAY, APRIL 11, 2006

OFFICER'S CLUB, BUILDING 50

PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR

License No. 5527

## ATTENDEES

RAB Members:

Doug Kern, Facilitator

Craig Cooper

Bob Boggs

Devender Narala

Gloria Gee

Jan Monaghan

John Budroe

Gloria Yaros

Michelle Passero

Jan Blum

Edward Callanan

Karen Cleek

George Dies

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BE IT REMEMBERED that, pursuant to Notice of the Meeting, and on April 11, 2006, at the Officer's Club, Building 50, Presidio of San Francisco, California, before me, MARK I. BRICKMAN, CSR No. 5527, State of California, there commenced a RAB meeting under the provisions of the Presidio Trust.

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## AGENDA

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1 FACILITATOR KERN: We do have a lot to  
2 cover and a lot of good things are going to happen.

3 Welcome, everyone to the regularly scheduled  
4 Restoration Advisory Board meeting of the Presidio, April  
5 2006. Actually the anniversary of the RAB start date.  
6 This is the beginning of our thirteenth year.

7 So welcome, everyone, to tonight's meeting,  
8 the lucky thirteenth year where everything happens.

9 Does everyone have an agenda? I thought I  
10 was noticing a question or a comment.

11 MS. GEE: No. It looks like there's  
12 thirteen of us, too.

13 FACILITATOR KERN: Tonight's agenda is,  
14 just run down it, review the progress report of the  
15 preliminary summit meeting, which was held yesterday, the  
16 cost tracking report.

17 We're going to touch on a couple of items  
18 that we tried to get into our regular meetings from the  
19 committee meetings suggestion, and discuss the upcoming  
20 construction season once the rain lets up, and we have  
21 some new ideas for perhaps quarterly review, detailed  
22 review of the cleanup program.

23 There's a handout, so there will be quite a  
24 bit of discussion around the preliminary meeting, and just  
25 as an announcement that's off the agenda, we have a

1 meeting tomorrow regarding RAP3, which is trying to make  
2 its way through comments and consolidation of all the last  
3 details, and so in the last few hours, I've kind of put  
4 together a checklist for this meeting which I thought I  
5 would offer to the participants and all of you.

6 I don't have copies of everybody. We can  
7 pass these around, and review that very important item.

8 Any additions or changes to the agenda?

9 Thanks to everyone for coming out on a rainy night.

10 Progress report. This progress report, like  
11 the last one that we reviewed at the last committee  
12 meeting, has not been approved by the participants. It  
13 was done by me, and so they haven't read it. It's hot off  
14 the presses. The meeting was yesterday.

15 The agenda for the meeting is at the top of  
16 the page, and I thought what we could do tonight is -- is  
17 run through the notes so you know what it is that we're  
18 doing after all that work on the resolution and when the  
19 work on the -- the survey and what is actually happening  
20 in progress towards this summit meeting.

21 I even have -- at the end, which the  
22 participants have also not been able to see -- some  
23 proposals that I personally generated as a result of our  
24 meetings that we can talk about tonight and people can  
25 have input.

1 But these are proposals that I did to try to  
2 speed things up and make a -- make some sense out of a --  
3 the last couple of summit meetings and the last twelve  
4 years of working on this.

5 All right. Any thoughts before we begin?  
6 Comments.

7 You can see the agenda. We were going to  
8 review progress from the last meeting. There were meeting  
9 notes passed out about that.

10 Yesterday's meeting I think covered a broad  
11 set of issues. We spent sometime reviewing the RAP 3  
12 discussion that we had had, how was that relevant to the  
13 summit meeting, because there was a lot of -- a lot of  
14 energy around RAP 3 and the issues in trying to decide the  
15 final conclusions around RAP 3.

16 We were going to look at the progress on  
17 consultant management issues. That had come up at the end  
18 of our last preliminary meeting. A lot of good things had  
19 come out of that.

20 Issues around stakeholder involvement and  
21 attention to detail at the end of all these various phases  
22 of projects, whether it's planning, design or  
23 construction. There may be some patterns there that we  
24 can correct to improve our efficiency.

25 It was brought up at the meeting that an

1 addition to the agenda was the Trust annual report and  
2 some thoughts that DTSC had about that, and we were going  
3 to move on to the discussion around the sites of interest,  
4 and these are the sites that would generate what worked,  
5 what could be improved and how we might generate more  
6 efficiencies by examining certain sites.

7 Finally, there was the development of a  
8 summit meeting agenda -- even though we might not be  
9 ready, we thought it might be important to get dates out  
10 to the senior management and that would also help us with  
11 our preliminary meetings giving focus.

12 And then there's a conflict matrix  
13 discussion which I've renamed stakeholder involvement  
14 checklist or stakeholder feedback worksheet, and as an  
15 exercise, we may -- I may hand this out and have RAB  
16 members comment and turn this back in.

17 It's from your point of view, different  
18 values and needs of the different parties and see what  
19 kind of feedback comes back.

20 So that was the agenda, and I much  
21 appreciate any of the participants as we go on your  
22 stepping in, or else people will be asleep within twenty  
23 minutes after hearing my voice drown endlessly.

24 So the pre-meetings. It was immediately  
25 thought that these had a tendency to focus on the actual



1 working interactions of the staff members rather than  
2 looking at what could be important for the summit meeting.  
3 They're both related, but that was a general comment at  
4 the start.

5 We reviewed -- and please interrupt if you  
6 have any clarification or thoughts.

7 That was mostly an idea to keep us, if we  
8 did diverge only to the workings of the staff members that  
9 we needed to relate it to the summit meeting, because  
10 that's why we're having these preliminary meetings.

11 So let's talk about them while the RAP3  
12 issues were important. Perhaps it didn't need to be  
13 handled at that meeting, but we needed to move those  
14 details off to another meeting, hence the meeting  
15 tomorrow.

16 He's -- Bob is telling us that he's got  
17 issues around some of the remedies and some of the  
18 characterization that he's going to refer to his senior  
19 management, mostly for legal purposes.

20 Once these sites are closed, they're closed  
21 so nobody has to go back to them.

22 We got into a discussion around RAP number 3  
23 called sewer list station number 1, a relatively small  
24 site, but it had some of the issues that were concerning  
25 Bob around delineating the site, characterizing the site

1 and then how the remedy was constructed, how we might move  
2 ahead.

3 So hopefully we'll be able to use that site  
4 in our discussion tomorrow and others to get everything  
5 Bob needs without digging up all of Crissy Field and  
6 getting all these sites taken care of.

7 Please jump in, Bob, if I mischaracterize.

8 MR. BOGGS: You're doing fine so far.

9 FACILITATOR KERN: Okay. so out of the  
10 RAP3 discussion, there were a few issues that might be  
11 worthy of the senior management discussion.

12 Number one, if we could not come to  
13 agreement around how to delineate the sites, how to do the  
14 characterization among the staff members, that it might  
15 have to be pumped up to senior management, and there was  
16 just an issue, if there's no progress, how are we going to  
17 get through all these sites, low risk, high risk, whatever  
18 kind of risk. How are we going to get them done  
19 because -- even though we have issues, we still got to get  
20 them done.

21 There was a final issue that has come up a  
22 few times, which is artificial fill and how to deal with  
23 that.

24 If we have a site that seems to be in the  
25 middle of a large area of fill, you can imagine digging

1 out that site and then sampling around the edges and still  
2 finding contamination, and then going off in any direction  
3 and finding more and more and more, and that's probably at  
4 low levels not the intent.

5 So that issue needs to be hammered out what  
6 would be done, and there is precedent for doing that.

7 At fill site 7, which is now Crissy Field,  
8 it was anticipated that there might be all kinds of fill,  
9 and some of it contaminated seriously and others mildly,  
10 and that was dealt with to find the really hot spots of  
11 contaminated zones through composite sampling.

12 Composite sampling tends to -- if you take a  
13 sample at, say, six inches and another one at three feet,  
14 another at six feet and mix all those, if it's all  
15 contaminated vertically, you're going to really see it.

16 If it's just a small contamination zone,  
17 there may be some dilution which will tend to average out  
18 those particular samples.

19 It's a possible remedy. It's a possible way  
20 of handling low level widespread contamination, really  
21 only getting at hot spots.

22 Take a breath. Any comments while I'm  
23 taking a breath? Still on target.

24 We went from there to discussing a  
25 particular site where people have a lot of -- a lot of

1 issues, and I began the discussion because I personally  
2 jumped out of my facilitator role and say I have issues  
3 with how landfill 8 and 10 were -- were dealt with, and we  
4 made a list.

5 There are three lists here. One was what  
6 worked. There's only three items on that list. What did  
7 not work, and there are several items on that list, and  
8 then recommendations that began to come out of that  
9 discussion that we put in that category on the next page.

10 So it may not be important to review every  
11 single one of these, but some of them had to do with early  
12 involvement.

13 In particular with landfill 8 and 10, there  
14 was actually a lot of involvement by natural resource  
15 people, but there wasn't involvement by RAB members and  
16 the state for many of you remember over a year.

17 Many months we were asking what was  
18 happening with the site, and these discussions were going  
19 on, and I think some of our comments that we've made --  
20 and I said this at the meeting -- it began to be a little  
21 bit embarrassing to make those comments because so much  
22 time and effort had been invested and now we were going to  
23 make our comments and they were serious comments, and it  
24 was going to cost a lot of money to review them.

25 There were issues around incomplete data,

1 people feeling that maybe there were assumptions about  
2 previous documents such as the five-year review,  
3 assumptions that everybody was on board about that  
4 document. I'm just kind of hitting a few of the  
5 highlights.

6           There were consultant issues, getting back  
7 interpretations that people did not agree with.

8           So without focusing on the negatives and  
9 looking more at the recommendations, these were some of  
10 the ideas that came out, early involvement with the stake-  
11 holders, fairly important -- getting out some sort of a  
12 document that people can chew on that not a huge amount of  
13 investment has been made in by, say, a consultant or  
14 contractor, and that this kind of a document or  
15 presentation or some format of briefing would be an  
16 invitation to participate in reviewing the data and that  
17 interpretations around data for alternatives were  
18 presented in a way that invited participation, rather than  
19 steered something in a particular direction.

20           There were thoughts, you know, get  
21 everything on the table. Let's see all the raw data with  
22 the possible necessary qualifications of the data.

23           Sometimes certain data has lab errors or may  
24 have lab errors that can be an important interpretation  
25 near the beginning.

1                   Basically the idea is -- this is how we're  
2 interpreting the data. We want you to have a chance to  
3 look at this. What do you think? Do you agree with us up  
4 to this point? Can we go ahead and do more work with the  
5 contractors?

6                   MS. BLUM:     Excuse me, Doug.

7                   FACILITATOR KERN:     Yes.

8                   MS. BLUM:     When you say, "Do you agree with  
9 this? Can we go ahead with the contractor?" are you  
10 talking -- you're talking about just strictly an internal  
11 process between agencies and the RAB at this point? That  
12 some kind of document is generated only internally?

13                   Some of my experience has been that the  
14 contractors regurgitate prior documents that have --  
15 studies have been done in 1995, 1997 and all that.

16                   So is this document something that you all  
17 are creating this raw data? Is that something that you  
18 all are creating from before the contractor gives you  
19 something?

20                   FACILITATOR KERN:     In the -- in the best of  
21 all worlds, it would depend on exactly what part of the  
22 process for a particular site, but you can imagine I'm  
23 using data in a more broad sense.

24                   Data could be actual field data, chemical  
25 data from a sampling site or series of wells, ground soil

1 data and that could be brought to be reviewed with maps  
2 and then there could even be some interpretations given to  
3 that.

4 we think that the conceptual model of the  
5 contamination is something like this, and then people  
6 could comment on it, have time to review it. So more in a  
7 raw data sense.

8 It can also be looked at in terms of in the  
9 feasibility study, looking at alternatives. Here are some  
10 alternatives that we're thinking about rather than here's  
11 our feasibility study we just spent \$250,000 on.

12 Here's -- here's our range of alternatives.  
13 Are we missing any? What else do we need in -- before  
14 we -- and what do each of these alternatives, when we send  
15 this, you know, out to a contractor, what do they -- what  
16 else should be in -- in those instructions?

17 MS. BLUM: So you will be more of -- the  
18 group, investigatory group, a steering committee instead  
19 of a reviewing committee, it sounds like to me.

20 FACILITATOR KERN: Very much so.

21 MS. BLUM: So you're making directional  
22 decisions to the contractor instead of vice versa.

23 FACILITATOR KERN: Exactly.

24 MS. BLUM: Okay.

25 FACILITATOR KERN: That's the proposal is

1 that -- to avoid some of the things that we've talked  
2 about in the past where documents come back. There's  
3 internal back and forth and then, say, the RAB gets a  
4 document or DTSC gets a document that's got a year and a  
5 half into it and a few hundred thousand dollars and then  
6 we go, "Oh, we don't like it" --

7 MS. BLUM: Mm-hmm.

8 FACILITATOR KERN: -- it may seem really  
9 obvious, but we're just -- and it's not pointing fingers.  
10 It really isn't.

11 This was, you know, an honest -- a very  
12 honest discussion that seems like it would be obvious, but  
13 this is not an easy thing to do, to schedule, to get  
14 everybody together, review things at an early stage.

15 In some ways the other way of doing business  
16 is easy, to send it out, get somebody to come back with a  
17 document and we all fire away at it, but then it's more,  
18 you know, antagonist/protagonist back and forth and it's  
19 always in the critiquing phase rather than what do we want  
20 to be in this document.

21 So this last comment here under  
22 recommendations, firing ranges in RAP5 sites, we've not  
23 heard back from Bob. I really didn't edit that.

24 No one would know what that actually means,  
25 but -- and that request a meeting, that was something Bob



1 said. You know, how would we go about moving those  
2 particular sites ahead, and that was a conversation  
3 between Craig and Bob and they're basically saying request  
4 a meeting. Let's get this going, which I've incorporated  
5 into a proposal on the second to last page. So we'll take  
6 a look at that.

7           There was an issue discussed that Bob had  
8 added regarding the Trust annual report. In the Trust  
9 annual report, there was -- there were comments regarding  
10 the DTSC being late on providing documents, and this was  
11 an issue that was raised.

12           There have been internal discussions back  
13 and forth about this and there'll be more to resolve that  
14 between the -- to clean the slate.

15           Developing a summit meeting agenda. These  
16 are all the things that all of you have done in your work  
17 many times. Nothing new here.

18           We're finding dates. The general dates  
19 turned out to be anything after June 14th. I've already  
20 gotten proposed dates back from Craig and Brian, for Brian  
21 O'Neill and Craig Middleton, Jeff Deis, Miles Bartling  
22 also from the Park Service.

23           So dates are also coming back in,  
24 coordination for that has begun.

25           We've scoped out what we thought might work

1 as a tentative meeting format which would be sort of 9:30  
2 to 10:00 arrive, socialize, make sure people know who the  
3 other people are, consume six or seven donuts apiece,  
4 inject coffee directly into veins; 10:00 to 12:30, have  
5 the presentation sessions regarding the work at the  
6 preliminary meetings; 12:30 to 2:00, it would be proposed  
7 to have some sort of working lunch where senior management  
8 could be actually talking and working on these issues.

9 That was a proposal. Who would be invited.  
10 You see the list. Various senior management from the  
11 agencies.

12 Some issues that came up because of certain  
13 sunshine laws for various agencies, would we need to  
14 publish notes and who would be doing that, where would we  
15 have it. It could be off-site. It could be around the  
16 Presidio, but just saving time, people are thinking  
17 somewhere maybe on the Presidio. So they didn't leave the  
18 site somewhere midway.

19 The thought was to bring in food, have it,  
20 you know, have a lightly catered lunch.

21 And with a possible, you know, talking about  
22 other phases of the meeting, would people get together  
23 after the meeting; senior management on their own? None  
24 of these have been totally worked out.

25 We talked about facilitation, and then

1 finally the scheduling of the next pre-meeting which we  
2 haven't done yet.

3 Jan.

4 MS. MONAGHAN: DTSC people and the Water  
5 Board people, are they coming from Oakland; Berkeley;  
6 Sacramento?

7 MR. NARALA: Oakland.

8 MR. BOGGS: My boss, Dan Murphy, he'd be  
9 coming from Oakland. Tony Landis is from Sacramento, and  
10 then it's possible Rick would come. Most likely Dorothy  
11 would not.

12 Dorothy occasionally comes down to the  
13 Berkeley office, but if for some reason, she'd also be  
14 coming from Sacramento.

15 MS. MONAGHAN: And I see the site visit  
16 listed there.

17 Are the people that would be coming from  
18 your agency, are they familiar? Would they want to go see  
19 things?

20 MR. BOGGS: Let's see. Tony Landis, he  
21 regularly gets briefed on the Presidio. He signs the RAPs  
22 for my agency. His boss is Rick Moss.

23 Rick's very familiar with cleaning up  
24 military bases. He probably has some specific knowledge  
25 of the Presidio, but not a lot, and then Dorothy's like

1 the overall director of the state.

2 MS. MONAGHAN: So she's probably never been  
3 here.

4 MR. BOGGS: I don't think she's had a  
5 personal tour of the place.

6 MS. MONAGHAN: Okay. So a site visit would  
7 be good.

8 MR. BOGGS: Yeah.

9 FACILITATOR KERN: Okay. So here's the --  
10 really the longer answer to Jan's question, and I --  
11 nobody's seen this, so they're -- it's a proposal, and it  
12 was done today just as a result of our working together,  
13 but to try to put some meat on the bones, and I'll just  
14 kind of go through it. They're my own words.

15 The first thing is develop a revision for  
16 the entire remediation program, and, you know, I think we  
17 have that, but it's important to start with that basic  
18 idea of what it is you're trying to do, and I put down  
19 something that I would think would be a vision for the  
20 cleanup program.

21 Clean up the Presidio with reference for  
22 clean closure, managing available funds so that all sites  
23 are remediated to the standards worthy of a national park  
24 with millions of visitors, so that the park may be used in  
25 an unrestricted fashion in perpetuity.

1 Now, there may be other visions, and -- but  
2 if you have a vision that you can state, that can be your  
3 guiding principle for what you're doing, and hopefully,  
4 you know, that wouldn't be a big deal to create a vision.

5 But if you're going off that, then develop a  
6 workable credible schedule that everybody understands and  
7 that's -- that's real, and then go into presenting the raw  
8 data, add the interpretations that we were talking about,  
9 adding the issues if there are any, this data was filtered  
10 and so it added zinc to all the samples so it's not any  
11 good. Don't pay attention to the high zinc.

12 Request the stakeholders to study the data  
13 and to review, to inspect any of the interpretations, to  
14 offer interpretations of their own, clarify any issues,  
15 and immediately coalesce the group interpretation.

16 As much as possible, capture those thoughts  
17 so that there's a sense of the working team. Okay. We've  
18 got to this point. We're good. We're going to go with  
19 that unless we get new information.

20 I think over the years, this has been a  
21 stumbling block. We think of subjects like hexavalent  
22 chrome. The Army had one interpretation; we had an  
23 alternative interpretation. What were we going to do, and  
24 so every site that had chrome, we argued about it.

25 Well, no, that's not naturally occurring

1 chrome/yes, it is, and so that created a lot of  
2 inefficiencies, and so we ought to, where we can, really  
3 understand those interpretations and make some agreements  
4 that that -- you know, whatever it is we're going to do.

5 I think Craig has done an outstanding job  
6 with difficult issues around this.

7 Another area that I can imagine that he  
8 worked hard at were the background cleanup -- or the  
9 background levels and the cleanup standards for all the  
10 different kinds of soils, whether it was coal, sandstone,  
11 serpeninite. Four different kinds.

12 It was an immense, terrific job and he  
13 pushed that through, and that -- therefore, nobody really  
14 argues about that every time anymore.

15 Same with the big discussion around ARARs.  
16 That's pretty much a done deal unless somebody, you know,  
17 gets irritated and invents a new one and brings it into  
18 the pile, but that happens less.

19 So a lot of those interpretations have been  
20 resolved.

21 Then you go on to discuss the various  
22 alternatives, as I mentioned. Manage the contractors to  
23 include stakeholder comments from these early briefings.

24 So the contractors understand what everybody  
25 wants to see in the range of alternatives. Everybody's

1 included.

2 The detailed -- this is where we're finding,  
3 I think, in our two meetings that the details are  
4 essential. They're in the scoping of the alternatives,  
5 the pre-characterization of the sites, is everything done  
6 that needs to be done or are we going to risk not fully  
7 characterizing the site and then, if we find something,  
8 we'll dig to China to clean it up.

9 We need to balance that risk of cost  
10 increases versus the pre-characterization, and that we  
11 just need to get a sign-off from all the stakeholders,  
12 okay. "We're okay with where we're at. We're going to go  
13 ahead."

14 And then the same with the post site closure  
15 sampling needs to be identified up-front, what's going to  
16 happen. Invariably things come up. Some new thing comes  
17 up at every site that throw it into -- throws a wrench in  
18 the works and there's got to be a coming together of all  
19 the parties "we've got this problem. What are we going to  
20 do? Let's decide, work it out."

21 Everybody goes back to their management.  
22 They need to come back, approve it, keep it going.

23 So I've got a couple more things on here.  
24 One is get agreement from everybody at every step,  
25 document all these agreements.

1                   Bob said on the 20th that we could go ahead.  
2    Brian is okay, you know, and keep a checklist of all the  
3    dates when everybody was okay for each site, and that way  
4    we just continue the progress. "Well, I don't have the  
5    RAB's approval on this yet. I can't go ahead."

6                   Give direction to the contractors by having  
7    agreed upon vision for every site and work regularly with  
8    them. Don't allow final drafts to come out unless you've  
9    gone through check-ins.

10                  If we need to, give Bob space over here at  
11   the Presidio to work or send one of us over there to work  
12   with him on a weekly basis if that's what it takes to get  
13   things pounded out.

14                  So that's a proposal that I got out of these  
15   last two meetings. I'm sure I'll hear about it from the  
16   other meeting participants, what they think.

17                  Jan.

18                  MS. BLUM: I know in the past couple of  
19   years that -- and possibly before that, but my knowledge  
20   is that natural resources have been working real closely  
21   with members of the RAB to make sure that the remedies  
22   were okay for the site and for the intended use.

23                  Where do they fit into this? Are they -- I  
24   mean, it seems to me that they would be early  
25   stakeholders.



1 Does Brian -- do you represent them in the  
2 early decision-making?

3 MR. ULLENSVANG: I do, and I usually try to  
4 get a sense for how far I can go.

5 MS. BLUM: Okay.

6 MR. ULLENSVANG: I know some bounds, and I  
7 will routinely talk with Lew if I see that I'm approaching  
8 where I feel uncomfortable and make sure that he's on  
9 board -- that I'm representing his views.

10 For example, landfill 10, brought him into  
11 most of the meetings we talked about because it had such  
12 important natural resource considerations and issues.

13 So it -- but he can't be everywhere --

14 MS. BLUM: Right.

15 MR. ULLENSVANG: -- is a part of my job, is  
16 to understand his concerns and know what my limits are  
17 within those concerns.

18 MS. BLUM: Would that be true for the  
19 cultural people, too?

20 MR. ULLENSVANG: It does.

21 MS. BLUM: All right. Thank you.

22 FACILITATOR KERN: And that has happened  
23 enough times so that, you know, we certainly realize that  
24 it will set the project back if we don't get people  
25 included.

1                   So any thoughts before I move on to a couple  
2 of other proposals?

3                   MS. CLEEK:    I have a really basic  
4 question --

5                   FACILITATOR KERN:    Yes.

6                   MS. CLEEK:    -- having been gone a little  
7 while.

8                   When you say "decision-making," who is this  
9 directed at? Is this directed at the Trust that they  
10 should do these things? Is this, you know, basically the  
11 RAB steps?

12                   There's no names or -- I shouldn't say  
13 names. There's no departments or operations attached to  
14 any particular thing, like if you create a checklist, no  
15 matter what actually -- who actually creates it, who --  
16 who is going to be responsible for maintaining that and  
17 making sure that everybody knows that everything's been  
18 signed out, all the parties know.

19                   I'm not seeing that. I just wondered  
20 what -- what aspects of that have been discussed.

21                   FACILITATOR KERN:    I think it's a totally  
22 fair question. I intentionally left it out because it's  
23 a -- it's a relatively sensitive proposal given that we're  
24 trying to, you know -- we're looking at new ways of doing  
25 business.

1 I don't want this to all sit on Craig to  
2 do -- to manage everything, but, you know, it's reasonably  
3 his job to do everything. Ultimately it's his job.

4 MR. COOPER: I assume it would be ours.  
5 The Trust would at least take the lead to get this going,  
6 and thanks for putting this together.

7 I think that in the past, there are aspects  
8 that we've been doing this.

9 FACILITATOR KERN: Sure.

10 MR. COOPER: And to various degrees at  
11 different projects, and I think that this provides a good  
12 outline to provide to future sites.

13 What's going to be tricky is for sites that  
14 have -- we already have a feasibility study on, for  
15 example, do we back up and go -- start up at step two  
16 again and redo that if people aren't comfortable with that  
17 or do we pick up -- for those sites, do we pick up later  
18 in the process?

19 And so I don't have necessarily an opinion  
20 on that, and --

21 FACILITATOR KERN: In some way, this can be  
22 looked at as the whole process or just the planning stage  
23 or just the construction or -- you know, it can be  
24 microscopic just today's work all the way up to all the  
25 programs at once.

1                   So it's just a way of conceptualizing how to  
2 do it, and I appreciate the question, Karen, because I --  
3 while I don't want to assume any particular role -- I  
4 mean, obviously some falls to Craig, but in other ways  
5 each of the team members is also responsible for managing  
6 whether they've checked in on a particular element at a  
7 particular site like if Craig hasn't asked them "are you  
8 okay with how we're going to do the construction?" it's  
9 not totally up to him.

10                   It's also the responsibility of other team  
11 members "hey, I haven't told you what I need on this  
12 site."

13                   So that's -- you know, ultimately it's  
14 Craig's deal, but I think for him to feel like he's got  
15 the support of everybody, he's going to want everybody  
16 checking in with him as much as he's checking in.

17                   MS. CLEEK: In the alternative where this  
18 is basically for Craig and he executes it, then the RAB is  
19 another -- is one of the stakeholders?

20                   FACILITATOR KERN: Yes.

21                   MS. CLEEK: Okay.

22                   MR. COOPER: Doug, did you have in mind for  
23 this to be what we would present at the summit meeting?

24                   FACILITATOR KERN: You know, it's possible  
25 that as people look at that, they go, "Well, this is

1 obvious. You should be doing this, anyway," or I don't  
2 know.

3 I mean, I'm not necessarily saying it could  
4 be something we'd talk about unless the proposal gets  
5 embellished and it becomes -- it rises to that. Then I  
6 would definitely do it.

7 MR. COOPER: I know it all seems obvious to  
8 us because we're a very progressive RAB and very  
9 progressive site, but I've worked at plenty of sites where  
10 it doesn't work that way at all.

11 The responsibility parts go into a cave and  
12 they put it out, you know, and then let people do it,  
13 and -- I don't know if Brian and Bob have an opinion, but  
14 that's kind of the way through the '80s and '90s that  
15 things were done.

16 MR. ULLENSVANG: At some places, there was  
17 a spectrum of sites at EPA. Some were that; some were  
18 much more cooperative.

19 MR. COOPER: Yeah, but I've worked at  
20 sites, responsible parties, even draft. They wouldn't  
21 hand out draft -- give the community group drafts of  
22 anything. Not until it was a final document and it would  
23 get distributed to the community group.

24 That is -- that was a pretty typical model  
25 for a long time, so --

1 MS. BLUM: I don't know whether this helps  
2 your argument or not, but this afternoon on my way here I  
3 heard on PBS that more and more of toxic cleanup is going  
4 to fall to the taxpayers, and more and more the Presidio  
5 RAB is on the lead of making a judge, because once the  
6 taxpayers are going to pay for it, what am I getting for  
7 my money and what's the bottom line, and this is leading  
8 the way.

9 MR. COOPER: Mm-hmm.

10 FACILITATOR KERN: So I'm sure I'll be  
11 getting feedback and hopefully additions and, you know,  
12 flush this out even more, and if any of you have comments  
13 that you see need to be put in there, this is a great  
14 opportunity to add to the flow.

15 The next two proposals, proposal to be  
16 investigated. This is not something that we've talked  
17 about at the summit meeting at all, but has been on my  
18 mind to get into the summit meeting discussions, that  
19 something that -- and it doesn't have to be this, but this  
20 is an idea of something that would rise to the level of  
21 meeting senior management endorsement, discussion.

22 It's kind of a policy thing and it would  
23 also -- it potentially could solve several problems, so  
24 I'll just talk about it.

25 The idea is that rather than contract out --

1 let me back up one step.

2 The next big thing where we're going to be  
3 spending lots of money on a lot of sites would be the  
4 design of the remedies, will these remedial action plans  
5 take it up through a concept and then the actual details  
6 about the cleanup specific maps and plans and all the  
7 other stuff, work plans get done in a design setting, and  
8 it's quite a bit of money budgeted for that.

9 In fact, it will be -- millions and millions  
10 of dollars of the budget will be in the design, and as a  
11 proposal, if we brought all that inside, Craig brought and  
12 hired people, Trust employees, got them the right, you  
13 know, equipment, plotters and space and all the things  
14 that a design team would need, cost that out, think about  
15 how long it would take to design all the projects,  
16 including having the opportunity to have stakeholder  
17 involvement at early stage, how long would that take and  
18 how much would it cost, and then even look at having the  
19 trust general fund pay for it, you know, off -- because it  
20 wouldn't count towards the insurance.

21 If it costs something on the order of a  
22 couple of million dollars, you can imagine let's say five  
23 people 200,000 apiece for two years is a couple of million  
24 dollars. That's generous back of the envelope.

25 Compare that to the design cost of

1 contracting out and the issues we face with that. This is  
2 a common business question. In-house, contract out and  
3 there are advantages and disadvantages, and now would be a  
4 good time to think about this particular question, you  
5 know, and if done -- I think either method, contracting  
6 out or in-house can work, and sometimes you just change  
7 how you're doing it because you've been doing it the other  
8 way so long and you need to change, but maybe we'll be  
9 investigating this and if everybody agrees that the change  
10 will be really good for the program, that will be  
11 something that we could bring up in the summit meeting.

12 What if we -- what if the contracting was  
13 going to cost eight million dollars? We can do it for two  
14 and save six and we get all these other advantages.

15 And that goes to the bottom line of the  
16 fifteen million budget shortfall, so -- anyway, this is  
17 the kind of subject that I think we ought to be discussing  
18 when we get to the summit meeting.

19 MR. COOPER: A couple things. That  
20 particular idea and variations of that idea, I'm having --  
21 how I'm hiring that internal management consultant, and  
22 that's one scenario that I'm going to have them analyze  
23 for me is bring in an in-house design team, and if we're  
24 able to show that it is a cost-effective way to proceed --  
25 and believe me, that's why I need a management consultant



1 to help me figure that out because I don't know enough  
2 about the ins and outs to think through the pluses and  
3 minuses of does it.

4 If we can show that it would be cost-  
5 effective to do this, I can do an endorsement to our cost  
6 overrun policy with Zurich, and they'll endorse that.

7 Those in-house labor costs would be  
8 allowable regardless of whether we pay them with  
9 remediation money or other funds, whatever. We would be  
10 allowed to do that.

11 I've probably had at least three or four  
12 endorsements with Zurich on that theme.

13 This would be a much bigger one, but I've  
14 got natural resources, Mark -- a portion of Mark Frey's  
15 salary endorsed as an allowable expenditure. Rick Miller,  
16 my database guy, a hundred percent of his salary. Sally  
17 Osborne, the archeologist, some of her hours.

18 If it looks like I'm replacing a consultant  
19 and doing so in a cost-effective manner, Zurich has been  
20 willing to endorse those costs. Yeah.

21 FACILITATOR KERN: Yeah.

22 MR. BUDROE: Question for Craig. What  
23 you're going to want to do is create a number of limited  
24 term positions or --

25 MR. COOPER: On the Trust, because we're

1 not -- we have a different hiring strategy than a standard  
2 federal agency. We can hire term employees.

3 MR. BUDROE: Right, but are you going to be  
4 able to -- State of California does that, too, but they  
5 can never hire anybody in a limited term position because  
6 nobody wants a job that's going to disappear after three  
7 years.

8 MR. COOPER: Right. That will go into the  
9 management analysis, I'm sure. Some people -- who knows?  
10 There could be some professional engineers out there that  
11 would love a two- to three-year job.

12 MR. BOGGS: Lawrence Berkeley and Lawrence  
13 Livermore do it to quite a fair bit of success. I was in  
14 that exact position at Lawrence Berkeley laboratory.

15 MR. ULLENSVANG: I think these projects are  
16 exciting enough that engineers would want to spend two or  
17 three years doing their time.

18 FACILITATOR KERN: But it's a fair  
19 question.

20 So that's one that I hope in the next  
21 meeting, preliminary meeting we can get to that and that  
22 other members of the -- the group will be submitting other  
23 ideas, possibilities for the group discussion that we can  
24 present at the -- you know, at the summit meeting, which  
25 is why we're doing this, and that really gets to the final

1 proposal.

2           What are all the strategies that we can  
3 imagine to reduce the budget deficit? I think Craig has  
4 been looking into some of that, but I think it, you know,  
5 would be great to get that out on the table and add up all  
6 the numbers and see if we can cover the costs. I think  
7 we've got to do that.

8           So that was the last part. Those three  
9 proposals were not part of the meeting. They were part of  
10 my additional analysis and add-ons, so I hope that they  
11 will stimulate other discussion or ideas to be had.

12           All right. So now we have the chance to  
13 pass out two more things. They don't have to be worked on  
14 tonight, but I'll at least pass them out and they would be  
15 really helpful to me and the rest of the group.

16           This is just a spreadsheet. It's a -- what  
17 I'm calling the stakeholder feedback worksheet. In my  
18 mediation practice, we call this a conflict matrix, but  
19 I'm -- since it's a public document and we're really not  
20 trying to highlight the conflict, I'd be really interested  
21 to know -- and I can actually send around the spreadsheet  
22 if you would want to work on that, but I'm going to ask  
23 you to fill this out in your copious free time, and the  
24 way we would do it is there are the various stakeholder  
25 groups across the top: Trust, Park Service, DTSC, RAB,

1 Water Board.

2 Those are in no particular order, by the  
3 way, and then what you see is those individual groups'  
4 values and their needs.

5 What I mean by a value, let's just pick the  
6 Park Service because their stated value is pretty obvious,  
7 protect the natural resources in perpetuity. That could  
8 be a very short summary of their mission, of their values.

9 DTSC. You know, clean up the world or at  
10 least California. The Trust is, you know, clean up the  
11 Presidio and make it sustainable, sustainable national  
12 park.

13 The RAB, Water Board, and so put in your --  
14 what you think the various agency values are.

15 Why that's really important is if we all  
16 think we all have different values, then that's a source  
17 of conflict right at the start, and what do each of those  
18 groups need?

19 Well, you know, the Trust needs to get the  
20 place cleaned up. Same with the Park Service. Maybe some  
21 of the needs are all the same.

22 Now here's where it gets interesting. Now  
23 further down, how you think those other agencies see each  
24 other. Like the Trust, you don't need to say how the  
25 Trust sees the Trust, but --

1 MR. COOPER: Okay.

2 FACILITATOR KERN: -- you could see how the  
3 Trust -- I mean, how Craig sees his management.

4 MR. COOPER: Oh.

5 FACILITATOR KERN: You could interpret it  
6 that way, but then you'd fill in how the Park Service sees  
7 the Trust and how DTSC sees the Trust, how everybody sees  
8 the Trust from your perspective.

9 And then I think when it gets down to the  
10 RAB, I think it would be incredibly interesting for me for  
11 everyone to put in how you see the RAB -- how the RAB sees  
12 the RAB and particularly, you know, what we're doing and  
13 our role and how we're trying to move things ahead.

14 So this may be useful to us in a large  
15 number of ways when we get into sort of stalemate or ways  
16 to -- this would be a way to kind of shape things up if  
17 everybody sees -- and I picked on Brian in the meeting.

18 If everybody sees Brian has as really ultra  
19 detail oriented and very picky about things and we can't  
20 get anything and it's all Brian's fault because he just  
21 won't let anything go, then everybody can give him that  
22 feedback and we could see if there's room to work on them.

23 Now I'm not sure that everybody thinks  
24 that's a negative. I think, you know, most of us view  
25 this retention of copious detail as really an important

1 part of this, but this would be helpful if you'd like, and  
2 I'll send around the -- the spreadsheet if you want to do  
3 it electronically.

4 There's that. Any questions about that?

5 Finally, we're having this -- finally, this  
6 first part. This is still on bullet 1 of the agenda.

7 MR. COOPER: I've got a question. So when  
8 you sent it electronically, we send it back to you?

9 FACILITATOR KERN: Yes.

10 MR. COOPER: When you do your raw data  
11 analysis, is it going to be by -- it's going -- you're  
12 just going to add it all together? How are you going to  
13 present that data?

14 FACILITATOR KERN: Well, I haven't really  
15 considered that, but I think now just thinking on the  
16 spot, it kind of gets back to the same questions that we  
17 had about the survey starting this process of the summit  
18 meeting.

19 Would it be anonymous? Would it be, you  
20 know -- could you really tell who wrote what, anyway, even  
21 if it was anonymous?

22 I generally feel like it should be  
23 anonymous, just anonymous comments all mixed together that  
24 you could see either there was a great variety of opinion  
25 about the RAB, like one agency sees the RAB as a great

1 resource. Somebody else "well, they're just sort of  
2 meddling nuisance people.

3 MR. ULLENSVANG: I got a suggestion.

4 FACILITATOR KERN: Yeah.

5 MR. ULLENSVANG: If there's only one  
6 representative, it would be very clear of who's presenting  
7 the Trust views. The RAB members would be more easily  
8 kept anonymous. We might look at that position. You  
9 could collate that into a matrix so that anonymity would  
10 be preserved.

11 We know what the RAB said, but we wouldn't  
12 know what any individual RAB members said.

13 FACILITATOR KERN: Sure.

14 MR. ULLENSVANG: And within that, we may  
15 even look at it somehow differently, and I certainly think  
16 that I would look at it a little differently to see what  
17 collective of the RAB universe there is versus what Craig  
18 might say.

19 FACILITATOR KERN: Right.

20 MR. ULLENSVANG: We may be able to use that  
21 as a slightly different tool.

22 FACILITATOR KERN: Separate. Keep the RAB  
23 collation separate. Sure. That makes a lot of sense.

24 MR. ULLENSVANG: Because I think it would  
25 be quite exciting what folks who are not attending all the

1 meetings, see how in this form the process comes through.

2 FACILITATOR KERN: And I was thinking the  
3 same thing that the RAB could really be commenting on the  
4 RAB leadership, you know, as well. You know, where does  
5 the RAB see the RAB and what could be improvements. So it  
6 really is a potentially huge feedback.

7 MR. ULLENSVANG: Yeah. I think it would be  
8 great to get feedback. I'm looking forward to it.

9 FACILITATOR KERN: And then we could keep  
10 the -- the other ones separate within the meetings.

11 MR. ULLENSVANG: Right. There may be  
12 ways -- actually work through that as a group that might  
13 be more constructive than just looking at a table.

14 MR. COOPER: Thank you.

15 FACILITATOR KERN: It's a little bit on the  
16 fly, so -- but it seems like a worthy exercise.

17 Thank you for the feedback.

18 So I have only four of these to pass around.  
19 So it will be incredibly difficult to share.

20 MR. ULLENSVANG: Should we look quickly and  
21 pass it on?

22 FACILITATOR KERN: Yeah. Sort of look  
23 quickly and pass it on, but this was completed while the  
24 DSL was showing up at my house at quarter to 7:00.

25 So I'm having DSL problems and the doorbell



1 rang right when I was about to print this and he needed to  
2 get in to see my phone setup.

3 So we're having this meeting tomorrow, and  
4 the meeting is -- as you all know, we've gone on a great  
5 deal of time with RAP3. There's some 34, 35 --

6 MR. COOPER: Thirty sites.

7 FACILITATOR KERN: Thirty sites. They  
8 include everything from Baker Beach 1 and 2, transfer  
9 station, sewer lift station, variety of no further action  
10 sites, but there are some issues outstanding.

11 So tomorrow's meeting is going to go through  
12 every one of these sites, and I'm throwing out the  
13 proposal checklist that not only looks through tomorrow  
14 and how we can get them through the RAP, but how we can  
15 look through the whole construction.

16 Can we think about -- as we try to get these  
17 sites done tomorrow, can we think about other issues that  
18 we think might affect those sites through the construction  
19 process all the way to getting that darn thing done?

20 And if we can do that tomorrow with a bunch  
21 of these sites, that will lift a huge burden off the  
22 program, and everybody involved. It will be like okay.  
23 From now on, this particular site is about a checklist.  
24 It's, you know, getting a lot of things done.

25 So in the fine print, which I'm having a lot

1 of trouble reading myself -- so I may fire up the computer  
2 because -- so I'll just read off these things and if  
3 anything occurs -- this was happening moments before the  
4 meeting, but these also have come from our two meetings,  
5 these preliminary summit meetings.

6               So this -- to get the RAP approved, there  
7 would be at least three things that I can imagine that Bob  
8 and Brian and Craig and Devender and myself will be  
9 talking about.

10              The first one would be the pre-  
11 characterization. Is it complete or is there an  
12 alternative characterization scheme? Has that been  
13 conceived of and approved, and if -- for example, in the  
14 transfer station, there's a large area where it's proposed  
15 to -- there's no sampling in that area. It would be  
16 scraped up and then sampled.

17              We don't know how big the site could be, but  
18 that's the current plan. Is everybody okay with that? We  
19 say yes. We say what the plan is going to be, write that  
20 down in that box. Everybody approves. That check is  
21 done.

22              And that kind of -- are we okay with the  
23 remedy? We specify what the exact remedy is. In every  
24 last detail. Leave no stone unturned. We're going to dig  
25 up this area. We're going to remove this and here's the

1 map and all of that, and also include the post  
2 construction closure sampling scheme.

3 Again say the transfer station, there will  
4 be a grid, and I don't know what the plan is going to be,  
5 but in this area where there's no sampling, we'll scrape  
6 it off one foot and then we'll sample around the edges in  
7 this fashion in the middle, and here's what we're going to  
8 sample and does everybody agree? Does that seem like  
9 enough for the sort of RAP approval or are there other  
10 things that need to go on that list?

11 MR. DIES: Is that column including ongoing  
12 monitoring if there are monitoring?

13 FACILITATOR KERN: That would be in the  
14 remedy, I would think.

15 MR. DIES: Okay. So that's in the second  
16 column.

17 FACILITATOR KERN: Mm-hmm.

18 MR. DIES: Got it.

19 FACILITATOR KERN: Because not all the  
20 sites would require monitoring, but that would be part of  
21 the remedy.

22 So again, this is how I -- just from my own  
23 experience, what I think we're going to need to do at this  
24 meeting tomorrow to get everybody on the same page.

25 From -- and so it's just not about a meeting

1 getting the document done; it's looking towards digging it  
2 up and cleaning it up looking towards hopefully what we're  
3 trying to do; think about the anticipated construction  
4 start date even tomorrow if we can for that site.

5 Is it going to be this year; next year?  
6 What reasonably are we going to propose within the  
7 schedule, given the rains and all the birds and everything  
8 we got to deal with, what date is that -- are we going to  
9 put in there?

10 And then the next thing I imagined was  
11 probably Craig telling everybody we're going to start  
12 this -- we're actually going to start on a certain day and  
13 notify everybody.

14 Give everybody whatever, two weeks, five  
15 days, whatever seems reasonable notice. So everybody can  
16 go see it if they want and participate.

17 Because, for example, Bob occasionally  
18 actually needs to go out to the site to do something.  
19 Practically every site has an issue that comes up, and  
20 they're all different.

21 So we need to, you know, have a place to  
22 keep track of that and we need to notify people and then  
23 get approval for what is going to be done about it. So  
24 I've got a checklist for that, and the date that that was  
25 done.

1                   Then we've got closure sampling, and  
2   hopefully any issues -- I mean, this is then a sticky  
3   point at certain sites.

4                   You know, there's -- we've got contractors  
5   out there. They're costing a certain amount per day. All  
6   the sampling goes out and we're waiting for the sampling  
7   to come back.

8                   Sometimes the crews are demobilized  
9   because -- well, we can't just have them here while this  
10   sampling is going on and then we find more stuff. What  
11   are we going to do? Bring them all back because there's  
12   more to do?

13                  Well, that's something that we need to be  
14   able to handle so we minimize the cost and the time.

15                  I'm thinking as a final couple of steps is  
16   the anticipated closing of the site, hey, we're about to  
17   shut all this down. We're sending the contractors away.  
18   No more sampling. Everybody agree, give a notification of  
19   that, and then the final thing. It's agreed. It's  
20   actually agreed that this site is done.

21                  So I'm really trying to project this out.  
22   Nobody asked me to do this, but I thought let's make it  
23   about digging stuff up, and so if people think this is a  
24   good way to go, but it's a proposal, so --

25                  MR. BOGGS:    I think the basis of it's

1 really good. I think there's certain places where there's  
2 still going to be questions about or places that we can't  
3 answer yet until A, B, C or D.

4 So some of these might not just fall into a  
5 nice timeline checklist-type deal. I think similarly  
6 coming to agreement on some of these issues might be more  
7 than just a one-step process.

8 For example, if the Trust thinks they've  
9 done enough characterization and I don't think they have,  
10 then we have to try and find some sort of middle ground on  
11 what's an appropriate level or what information can we  
12 evaluate in order to determine whether we really have to  
13 go this path or that path.

14 MR. ULLENSVANG: That's probably a way that  
15 we can capture that, what do we have to do to resolve that  
16 question and develop -- we can't answer the question, but  
17 we can capture what we need to do to answer the question.

18 MR. BOGGS: Right.

19 MR. ULLENSVANG: Whether it's collect three  
20 samples or more hypothetical because it's in the future,  
21 we need to answer this question about chrome at the site.

22 MR. BOGGS: Right.

23 MR. ULLENSVANG: It becomes three-  
24 dimensional.

25 MR. BOGGS: And unfortunately when you were

1 talking about chrome and background, chrome's unique  
2 because it doesn't follow a nice little checklist thing  
3 like most things in soil.

4 For example, at landfill 10, there's a  
5 reasonable possibility that it's naturally occurring from  
6 the serpeninite.

7 However, it's also twice as high as the  
8 highest sample that we detected in our background study.

9 So it's something twice as high of anything  
10 that we measured in background. Is that really background  
11 or not? So that becomes a question that really has to get  
12 answered on a scientific basis as opposed to saying, "Oh,  
13 yes, we've got serpentinite," so it might be background.

14 Well, it's twice as high as any background  
15 sample that has been collected. So the question isn't  
16 answered by saying it's serpentinite.

17 A lot of those issues may take maybe some  
18 literature to try to understand why there might be an  
19 index in this location or it may be more investigation,  
20 but sometimes those questions can't just get nailed down  
21 like in tomorrow's meeting.

22 FACILITATOR KERN: What I was thinking is  
23 that if something like that came up for a site, then you  
24 would -- really wouldn't get even to column 1 or 2. You'd  
25 just have to say, "Well, we're not -- we haven't figured

1 out the remedy," which would need -- "we haven't figured  
2 out the pre-characterization," and so for that site, at  
3 tomorrow's meeting, if there was one, I would recommend  
4 that we don't spend a lot of time -- if we see that it's  
5 going to take a lot more time, then we put a note in there  
6 of what needs to be answered, we go on.

7 We see how many sites we can actually get  
8 done and then have another meeting if we need more time to  
9 keep clunking through these.

10 It's not going to be Craig's preference to  
11 drop any sites from this, but if we did drop 1 or 2 and we  
12 kept 28, we could move 28, at least.

13 I mean, I'm just thinking out loud not with  
14 Craig's approval on that at all, but it's just a method of  
15 moving something ahead, let's see how much we could do.  
16 There may be something where we don't -- we can't move  
17 ahead because we have particular concerns.

18 MR. COOPER: Yeah, and I see that as -- for  
19 tomorrow's meeting, it's a way for us to organize our  
20 notes. You know, we're going to be kicking around all  
21 these various issues. Bob's going to be talking about the  
22 site. I'm going to provide information, and then how do  
23 we organize our notes in a way so we know where a sites  
24 stands? Is it going to make it into the RAP or is it  
25 looking really bad?



1                   You know, if you send this electronically,  
2   MacTech can help us, obviously.

3                   MR. ULLENSVANG:   They're writing the notes.

4                   MR. COOPER:    They're going to have at least  
5   two people there tomorrow. I can send them this, and they  
6   can start thinking through how to keep the notes. I don't  
7   know if it's Excel.

8                   FACILITATOR KERN:   It's right here. I can  
9   send it to you.

10                  MR. COOPER:    Yeah. Send it to me and we'll  
11   give it a shot.

12                  FACILITATOR KERN:   I don't think there's an  
13   actual wireless connection.

14                  MR. COOPER:    The meeting's not until two  
15   o'clock in the afternoon, so we have some time.

16                  MR. ULLENSVANG:   Your DSL may be working by  
17   then.

18                  FACILITATOR KERN:   That's right.

19                  So, yeah. It's -- I totally take your  
20   point, Bob, that -- but if it turns out that there's a  
21   thing like landfill 10 where we need more science or we  
22   need more time, then that goes in the -- in the box. You  
23   can't go on with that site, see how many we can do.

24                  Okay. So any thoughts about that? I mean,  
25   there's probably a dozen more things you could put on this

1 checklist, you know, getting down to excruciating detail,  
2 but there's a thought that would take us beyond just  
3 getting the RAP done and -- that seems exciting to me to  
4 put a date on the calendar. We're going to try to do this  
5 site by September.

6 All right. So now moving on, we have --  
7 yes, Jan.

8 MS. BLUM: This -- this new formation, the  
9 new team that you're developing, it's a new way of  
10 working. It sounds very time intense with a very small  
11 group of stakeholders who know what they're doing, the  
12 RAB, the Trust, the Water Board, DTSC.

13 I think what I'm trying to say it, it sounds  
14 like you need to put on the table proposal to upper  
15 management that they agree to relieve Bob and Devender of  
16 some of their other activities so that they can spend more  
17 time doing the Presidio Trust correctly, if we take is  
18 correct on the matter.

19 It just sounds like it's going to be more  
20 cost-effective if you all spend more time together up  
21 front to get the -- all of the work that the -- the pre-  
22 work done correctly and it seems like it would take more  
23 intense time -- it sounds like to me.

24 I'm not sure if that's true, but I think  
25 that's an issue that you might want to look at for your

1 agenda.

2 FACILITATOR KERN: I've definitely got it  
3 written down and I'll ask other agency members to consider  
4 that, whether this is going to impact them and their  
5 resources.

6 MR. ULLENSVANG: Actually, turning that  
7 around, I agree with you, and also I think that the RAB  
8 should think about how the information exchange could be  
9 made more efficient, because if there is all the dialogue  
10 going on, those -- all of you can't participate in all of  
11 the meetings. There isn't enough time.

12 How do you interact in a way that's  
13 efficient for your needs so that you can both receive the  
14 information and effectively communicate your concerns and  
15 interest back to -- if it's Doug or whoever is  
16 representing you on the issues, and so you feel and are  
17 productive in how you work.

18 I think that will be an important process,  
19 just like, you know, Bob needs to identify whether he's  
20 going to have enough time or if there's other ways that he  
21 can be more or less effective. We all need to do that.

22 MS. BLUM: Mm-hmm.

23 MR. ULLENSVANG: And I think that's going  
24 to be important. I think it would be important to keep  
25 people involved. We all spend all day everyday and most

1 of you don't. You know, there's a few other things you're  
2 doing.

3 It would be interesting for the RAB to opine  
4 on.

5 FACILITATOR KERN: I think there is going  
6 to be a lot more work in trying to get this information  
7 out to you, and I'm at least starting to try to take notes  
8 at every meeting; you know, be a note-taker.

9 So that's one way that I'm thinking about.  
10 I really want your feedback, because if this does ramp up  
11 and this does get exciting and then confusing and then  
12 overwhelming, you know, some way to -- to, you know,  
13 throttle that in a way or monitor that.

14 So we have about a half hour until our  
15 projected close, and I would just check in with you. We  
16 have three more items that I think we can easily do in  
17 that time period.

18 Would you want to take a break now, a few-  
19 minute break and then finish this off by 9:00 or continue  
20 on? What's your thoughts?

21 MS. BLUM: Continue.

22 FACILITATOR KERN: All right. So we'll end  
23 early if we can.

24 Part of what came out at our last committee  
25 meeting were two ideas that I ran by Craig of cost

1 tracking, and we can modify these as we go, but these were  
2 two ideas that we thought we'd at least try to get  
3 started, five items that changed the most from the prior  
4 projection and five areas where we spent the most money,  
5 and I asked Craig -- and it seemed like it wasn't going to  
6 be too huge of a task, but we'll see.

7 MR. COOPER: Okay. Well, you know, we just  
8 finished a quarter, and I have information here from our  
9 quarterly report that closed December 31st, and then but  
10 for the quarterly report that just closed March 31st, that  
11 one is -- my goal is to get that one out the door within  
12 thirty days of the end of the quarter, and Alan is just  
13 about done with it.

14 So if we want to focus on the March 30 --  
15 the Q1, let's call it, first quarter of 2006 quarterly  
16 report, I have a list of things.

17 We have -- we quiz our project managers  
18 through that quarter and they are constantly updating  
19 their cost projections and I have the top five things that  
20 we will be announcing and our first quarter variance  
21 report that should come out by April 30th, and this is --  
22 this is tabulated -- if you look at any quarterly one,  
23 it's table 1, which is something we've added to our  
24 quarterly reports at RAB request.

25 It might have been Karen or Gloria who asked

1 for a variance report.

2 So I asked Alan "can you project what you  
3 think is going to be on the variance report for our first  
4 quarter report?" So I got an early look at this -- at  
5 this quarterly report and there are some interesting  
6 things on it.

7 For example, at the Baker Beach 1-2 site,  
8 we've done some additional pre-characterization, pre-  
9 remedial design testing of the soil that's now caused us  
10 to change our prediction on what we think the soil's going  
11 to go out as.

12 I believe there's class I RCRA, class II,  
13 and that makes a big difference because they cost  
14 different amounts of money, and we now think that that  
15 site, that a lot, if not all, of it might be out as class  
16 I California hazardous waste. Yeah.

17 So George went in and George is the project  
18 manager on that project and -- which is I think news to  
19 Bob. We have a big mega meeting going on with Bob soon  
20 going over all the chemicals.

21 It could be as high as a \$650,000 increase  
22 for off-site disposal for the Baker Beach 1-2 project.

23 MR. DIES: What's in the soil?

24 MR. COOPER: What's in the soil that's now  
25 caused it?

1 MR. ULLENSVANG: I'm not sure what George  
2 has estimated that's changed.

3 MR. COOPER: According to my notes here,  
4 it's not the volume. It's just the toxicity.

5 MR. ULLENSVANG: But I don't know what --  
6 there was a certain assumption of how much was hazardous.

7 MR. COOPER: Originally -- originally we  
8 maybe thought it was thirty percent or 35 percent class I  
9 hazardous waste. Now it may be up to 90 class I.

10 So other increases that we'll be announcing  
11 in our Q1 report will be at building 937. I think we've  
12 talked about that. That's where the perchlorethylene had  
13 been detected in the soil gas underneath the building, and  
14 we got it early.

15 I've asked the project manager to basically  
16 kind of up your cost projection at least thinking through  
17 hitting through just in the investigation stage,  
18 because -- I'd like your input on that, because I can't  
19 really -- there's a worst case scenario that I could ask  
20 the project manager to cost it all the way through, but I  
21 think that that could be premature, because it could be a  
22 two -- it could be a million dollar remedy there if it's  
23 really bad.

24 So I'm just asking them to project through  
25 getting through. So we already had a budget there. She

1 jumped in another \$130,000 into that, because we're about  
2 to send Bob another field sampling plan, checking  
3 groundwater and PCE and soil gas in that building.

4 We also discovered a potentially new site,  
5 and so that's down near Baker Beach. We don't know if  
6 it's going to be a site or not because we haven't tested  
7 it out.

8 I need to put -- I haven't even started to  
9 put together a field sampling plan on that yet, but it is  
10 some unknown objects in a little sand dune area that needs  
11 to be tested.

12 It looks like pieces of coal, basically, and  
13 I can take Bob and Devender down there. We haven't even  
14 started the field sampling plan on that yet, but I have  
15 notified the insurance company on that one, and the Army  
16 -- and the Army, yes, and the Army actually -- yeah.

17 It's our best guess. I actually have --  
18 tomorrow, Bob, I can show you. I brought some pieces of  
19 it and it's in my office. I can show it to you. It's  
20 little black pieces of rock that aren't in any other of  
21 the dunes down there, and so we haven't done a record  
22 search. We're at ground zero on this particular finding,  
23 so --

24 FACILITATOR KERN: Ground zero.

25 MR. COOPER: Yeah. Another increase --



1 FACILITATOR KERN: And what was the amount?

2 MR. COOPER: I'm only projecting a hundred  
3 thousand dollars on this right now. I shouldn't say only.  
4 But that's at least going through a scoping process,  
5 building a field sampling plan, getting data back and, you  
6 know -- and probably, you know, if it's just one site, a  
7 feasibility study.

8 So that assumes that, you know -- it's hard  
9 to put a projection on -- on this when I haven't even  
10 scoped the field sampling plan yet, what the chemicals of  
11 concern are going to be and how many samples may be  
12 necessary.

13 I just told the project manager to aim a  
14 little on the high side, but not too high, so we put in a  
15 hundred thousand.

16 At the 207/231 project, we -- the project  
17 manager put in another \$133,000 increase for costs  
18 associated with our archaeological investigation. They  
19 always have come in a little bit higher than we originally  
20 budgeted, and we've adjusted.

21 The project manager took a look at the  
22 remedial design at landfill 2 and adjusted that one, as  
23 well, for another hundred thousand dollar increase.

24 So if you add those together --

25 MR. ULLENSVANG: The 207/231, that's an

1 increase of 130,000 for the archaeological investigation?

2 MR. COOPER: Correct.

3 MR. ULLENSVANG: What's the cost of the  
4 archaeological investigation?

5 MR. COOPER: I've got just little notes  
6 here. Unbudgeted archaeological investigation work and  
7 remedial design implementation cost.

8 So I guess Ryan, who's the project manager  
9 on that, looked at both, so unbudgeted archaeological  
10 costs.

11 There wasn't an original budget, but we've  
12 done a lot of that work now. We've had some preliminary  
13 talk about the remedial design on that project, so he's  
14 probably done more thinking on that and adjusted his cost  
15 figure for the remedial design, as well.

16 So that's the five highest ones, just a  
17 snapshot of the thinking process that we go through. I  
18 don't know if that's interesting for you all.

19 MS. BLUM: The increase in landfill 2, what  
20 was that?

21 MR. COOPER: Just for remedial design.

22 MS. BLUM: Okay.

23 MR. COOPER: And I think landfill 2 was a  
24 cost projection on that, that had not been looked at in a  
25 while, and so I had George take a look at that, and it's

1 in RAP5.

2 So anyways, all these, the actual final  
3 approved by the variances will show up in table 1 of the  
4 next quarterly financial status report, which I hope to  
5 get out by April 30th, and if anybody wants -- you know,  
6 maybe I should start posting, scanning the financial  
7 status report and posting it on the Web library because it  
8 shouldn't be -- you know, they're generally fifteen,  
9 twenty pages long, so not a big document to scan and put  
10 up on the Web library, or I can mail -- I've been sending  
11 hard copies to Mark and Doug and Jan, that's right.

12 Anybody --

13 MS. BLUM: I would like to see it on the  
14 Web.

15 MR. COOPER: Okay.

16 MS. BLUM: If you'd just send us a note  
17 saying it's available, that would be great.

18 MR. COOPER: Yeah. Okay. So that is that.

19 FACILITATOR KERN: And then the top five  
20 items where we spent money?

21 MR. COOPER: I don't have that for Q1 yet,  
22 but I can tell you for Q4 of last year, the big money  
23 spenders were fill site 6A. That was probably paying some  
24 of the last construction contractor invoices.

25 We were doing -- and then the Baker Beach

1 sites. I'm sure that was for remedial design. Baker  
2 Beach 1-2 sites was for remedial design.

3 For example, in the fourth quarter of 2005,  
4 we paid \$484,000 worth of invoices on fill site 6A. We  
5 paid about \$300,000 of invoices on the Baker Beach 1-2  
6 sites, and that's for this -- this big mega report that  
7 we're doing on that, some invoices associated with some  
8 additional chemical testing that we've done,  
9 archaeological pretesting and seismic stability testing,  
10 and that's a lot of consultant cost for that, and we also  
11 spent \$142,000 of invoices and for what's called our mini  
12 cap program, and that was a document that -- where we went  
13 out and we tested some tanks in areas that have leaked.

14 I think you know about our mini cap program,  
15 but we had a field program last year. We're probably  
16 paying some invoices on that program at the end of last  
17 year, and we have a data report that we have to send to  
18 Devender.

19 The last thing, we spent \$113,000 in the  
20 fourth quarter of last year on lead based paint cleanup in  
21 the main post area. There was a couple sites on that.

22 So all that information is right out of our  
23 Q4, you know, 2005 quarterly financial status report.  
24 So --

25 FACILITATOR KERN: So I want to thank

1 George for helping us with that, getting those requests  
2 in. Those are going to be useful.

3 MR. COOPER: Yeah. In one way, you know,  
4 maybe since -- at the end of a quarter, I could -- maybe  
5 that's the next agenda item, what you guys would like for  
6 me to report.

7 Maybe do a synopsis of the quarterly -- it's  
8 almost like asking for a synopsis of the quarterly  
9 financial status report.

10 FACILITATOR KERN: It is, and I think we  
11 want to get started, pick out a couple of things that make  
12 sense to ask and see what came back, what we asked you and  
13 then there may be other things that we add to that.

14 It -- sort of the next two items, we'll try  
15 to end here. Looking out at this season, you know, this  
16 2006, what would we anticipate beginning construction on?

17 And several RAB members have mentioned the  
18 idea of perhaps a -- instead of every RAB meeting talking  
19 about all the sites, maybe on a quarterly basis going  
20 through the sites where, you know, the status report.

21 MR. COOPER: Sure.

22 FACILITATOR KERN: So that's what the last  
23 item is, and if we do it inconsistent with maybe the cost  
24 tracking when it comes out on a quarterly basis, it kind  
25 of puts a big package.

1 MR. COOPER: Mm-hmm.

2 FACILITATOR KERN: So maybe if you had any  
3 thoughts about what we're going to try to do once the  
4 deluge.

5 MR. COOPER: Can you believe this rain?

6 The last couple years, we've been doing a  
7 lot of CERCLA site cleanups in the field, and this year,  
8 if things go the way we hope, there'll be a lot of  
9 petroleum site cleanups, and our first site that we hope  
10 to attack in the field is commissary PX site.

11 I think we've talked about that, and we hope  
12 to get started in the month of May, and then the next one  
13 after -- there's still some paperwork I need to get to  
14 Devender and his approvals on some things.

15 MR. ULLENSVANG: Before tonight -- not to  
16 develop it now, but tell people a little bit about what's  
17 going on because it will be such a high impact to use of  
18 the park.

19 MR. COOPER: Yeah.

20 MR. ULLENSVANG: Continue your list.

21 MR. COOPER: Do you want to circle back to  
22 commissary PX? It's a good idea, in case we do start  
23 before the next RAB meeting. Who knows?

24 So there's three petroleum corrective action  
25 plan sites that we want to start construction this year

1 on. It will be very aggressive and we'll have to, you  
2 know, really work together on this.

3 The next one, after commissary PX, is 1349,  
4 which is basically a follow-up on the Army cleanup on  
5 that.

6 It's the top Broad Hill area, that  
7 triangular piece of property behind the fill site 5, and  
8 we hope to get that one started this summer, probably late  
9 summer.

10 And then the last one, if we can squeeze it  
11 in this year -- which I would be thrilled to do -- is the  
12 building 1065 corrective action plan cleanup area.

13 As you know, we did an interim action at  
14 that site two years ago, plus or minus, and we got about  
15 half the -- half the stuff.

16 I'm just kind of guessing there, but half  
17 the petroleum contamination, but the other half went  
18 under -- pretty much underneath building 1063, and so we  
19 hope to get that last bit of contamination in the 1065  
20 corrective action plan area, get that dug out by the end  
21 of the year.

22 So that's three different petroleum cleanups  
23 this calendar year. That's my goal.

24 MS. BLUM: Craig, was 1065 the wastewater  
25 recycling plant?

1 MR. COOPER: Yes. Building 1063 is exactly  
2 where the Trust wants to build the -- its recycled water  
3 plant.

4 MS. BLUM: Okay.

5 MR. COOPER: Yeah.

6 FACILITATOR KERN: Thank you.

7 MR. COOPER: Should I circle back to  
8 commissary PX?

9 FACILITATOR KERN: I think -- Jan.

10 MS. BLUM: One just more question.  
11 Mountain Lake, could you give us a brief follow-up on the  
12 possibility of getting that second grant that Nidal Turjon  
13 mentioned? Do you have anything on that?

14 MR. COOPER: I don't, you know. I --

15 MS. BLUM: Was he just making that up?

16 MR. COOPER: I don't know. It didn't --  
17 you know, I haven't called him back because he hasn't been  
18 in contact to me, you know, so I can definitely -- there's  
19 been some -- you know, I've offered to call him before,  
20 and so I'm more than happy to do that.

21 If people want me to give him a call. We  
22 can just kind of get to the end of that.

23 I think he was just mistaken.

24 MS. BLUM: Oh.

25 MR. COOPER: But I'd be more than happy to



1 give him a call so we can close the loop on that.

2 FACILITATOR KERN: You pretty much heard  
3 him say the second thing.

4 MS. BLUM: It was a public comment.

5 FACILITATOR KERN: It would be worth  
6 following it up.

7 MR. ULLENSVANG: Finding out what it is.

8 MR. COOPER: It would be worth it.

9 MS. MONAGHAN: You can just send us a  
10 check.

11 MS. BLUM: Yes.

12 MR. COOPER: I will call him. I'll just  
13 act a little like "hey, you know. I heard that there's  
14 going to be a second grant."

15 MS. BLUM: "Where's the money?"

16 MR. COOPER: Act a little naive and he  
17 might say, "Oh, yeah" or -- you know. "I got ahead of  
18 myself or whatever." Okay. I will definitely do that.

19 FACILITATOR KERN: Thank you. Thanks for  
20 that question.

21 That's why we have the RAB, to keep asking  
22 these questions.

23 MS. BLUM: Nag, nag, nag.

24 MR. COOPER: I know I said I would call him  
25 last month.

1 FACILITATOR KERN: Yeah. We have -- check  
2 the time here. We have -- I was going to release ten  
3 minutes early to compensate for the break, but I think it  
4 would be worth hearing a few minutes about the impact,  
5 because things may begin, and it's right on Mason Street,  
6 so what happens I anticipated at the commissary in terms  
7 of --

8 MR. COOPER: We did a presentation at one  
9 of the RAB committee meetings a month or -- I forget which  
10 one. It was this year, but basically at the Sports  
11 Basement parking lot, inside of the entrance closest to  
12 the building itself, and that's going to be our first --  
13 you know, our -- our first big dig area.

14 So if you think about -- if you come in that  
15 entrance there, you know what entrance I'm talking about?  
16 I don't have a map or anything in front of me, but you go  
17 into the Sports Basement.

18 You come off Mason Street and you're  
19 entering that entrance to the parking lot that's closest  
20 to the building itself.

21 That first parking lot area we're going to  
22 have to dig up and we're going to go from there and start  
23 heading towards Mason Street.

24 So starting that parking lot, maybe --

25 MR. ULLENSVANG: Two rows of parking

1 spaces.

2 MR. COOPER: There we go. Thanks, Brian.  
3 Two rows of parking spaces and heading towards Mason  
4 Street from there.

5 MR. ULLENSVANG: Actually, we're scheduled  
6 to go all the way to the post and fence.

7 MR. COOPER: Based on if we keep getting  
8 hits, that means we have to basically tear up Mason  
9 Street.

10 MR. ULLENSVANG: You have gotten hits that  
11 far and extending into the post and cable fence.

12 MS. BLUM: To the drainage of the creek?

13 MR. ULLENSVANG: No, no. It's more  
14 central, so the Bank Street area coming down off the main  
15 post into the commissary parking lot.

16 MS. BLUM: Okay.

17 MR. ULLENSVANG: It's digging up Mason  
18 Street at the front side of the Sports Basement.

19 MR. COOPER: Right. So we have a very  
20 detailed traffic plan on how all park visitors will -- how  
21 we're going to do the dig and facilitate, you know,  
22 vehicle, bicycle, pedestrian traffic in that area, and  
23 we're going to be putting out signs, interpretive signs  
24 letting people know what's going on and -- because it will  
25 be very visible.

1 Any work done on Mason Street is very  
2 visible to a lot of park visitors.

3 And that's not the only dig area. That's  
4 the main one, but part of the commissary cleanup also,  
5 there's a couple other digs as you head west of that area,  
6 kind of on --

7 MR. ULLENSVANG: On the other side of the  
8 commissary destination.

9 MR. COOPER: There will be a gap where the  
10 trust did a cleanup several years ago, and if you keep  
11 going just before you get to the air field, the road kind  
12 of starts to turn again.

13 There will be a couple excavation areas in  
14 that area on the -- on the Park Service side of the road.

15 MR. ULLENSVANG: And on Mason street. On  
16 both cases, Mason Street will have detours around the  
17 excavation work --

18 MR. COOPER: Yeah.

19 MR. ULLENSVANG: -- in those two areas.

20 MR. COOPER: Just as a reminder, if people  
21 ask you about why in the world is the remediation  
22 department ripping up Mason Street again. Because I guess  
23 it was done at commissary PX, just to get the last of the  
24 residual petroleum contamination that's presenting a  
25 current threat to, you know, water quality in the marsh.

1                   And so that's the goal of that cleanup, to  
2     get that contamination out of there so the current, you  
3     know, Crissy Field marsh is not threatened by former Army  
4     motor pool.

5                   That's what was originally down there, the  
6     cause of the contamination in the first place.

7                   MR. ULLENSVANG:   And the Trust has  
8     scheduled the work between May 22nd and the end of  
9     November '06. So there will be a lot of construction  
10    during the summer.

11                  MR. COOPER:   That doesn't Mason Street is  
12    going to be on full on detour mode during that whole  
13    period, but there will be probably weeks at a time where  
14    there could be, yeah.

15                  So if you hear any rumblings, you know, you  
16    guys are a lot of our eyes and ears on that, so people  
17    don't -- there will be a sign there that will have my name  
18    and telephone number to call, but lots of times people are  
19    driving by, but they know your phone number and they call  
20    you guys and stuff.

21                  Any feedback that you hear that will help us  
22    do our job, that would be great.

23                  MR. DIES:   I assume you've warned the  
24    Sports Basement.

25                  MR. COOPER:   Oh, yeah.

1 MS. BLUM: Craig, do you also ask like the  
2 national resources people to tell all their volunteers  
3 what's going on? That's a good way to get a lot of people  
4 in the loop.

5 MR. COOPER: Mm-hmm.

6 MS. BLUM: It's the natural resources field  
7 managers, nursery managers and all that would tell their  
8 volunteers, that would really disseminate a lot of  
9 information, as well.

10 MR. COOPER: Good idea. In fact -- maybe I  
11 can get Jennifer to do it. I might do it myself. On the  
12 other big digs, we had a communication strategy where I  
13 put together where I had, you know, person, what their  
14 name and number was and when -- when to do the excavation.

15 So I thought through who I wanted to tell  
16 two weeks before dig time, the day the dipping started  
17 and, you know, how -- method by telephone.

18 MR. ULLENSVANG: Because there's huge  
19 numbers of people impacted.

20 MS. BLUM: Weddings and the whole nine  
21 yards.

22 MR. COOPER: Brian, let's work on one of  
23 those.

24 MS. BLUM: Special events people.

25 MR. ULLENSVANG: Yes.

1 MR. COOPER: When you start thinking about  
2 it -- I'll just dredge up the ones that I've done for  
3 previous projects and go from there. I have a template  
4 already. Okay.

5 FACILITATOR KERN: All right. Thank you.

6 In terms of action items, I'm going to  
7 e-mail the various spreadsheets, the proposed stakeholder  
8 involvement checklist for RAP3, summit meeting pre-notes,  
9 the notes from tonight's meeting, the stakeholder feedback  
10 worksheet with instructions for all those people who did  
11 not make it tonight, and I want to emphasize that it will  
12 be a great opportunity for RAB members to particularly  
13 comment on the organization of the RAB, as well.

14 It's all fair game, so -- and that I will  
15 compile and report back to the group.

16 Are there any other thoughts for the good of  
17 the order tonight? Gloria.

18 MS. GEE: I had a question -- a comment.  
19 Actually when we were talking about the variance, you  
20 know, on the costs and everything, and I was wondering,  
21 would it be standard procedure to also build in like  
22 inflation, like -- like you do a projection, what your  
23 site costs are, but then also do another one that says  
24 because of all the -- the oil and, you know -- higher  
25 costs, whether it's for transit and things, to build that

1 in so you can see where the shortfall could really get --  
2 you know, enlarged.

3 Because I think it's probably that way  
4 rather than things are going to get much cheaper rather  
5 than handling hazardous wastes.

6 MR. DIES: You could do a separate charge,  
7 haz removal this year, last year. I'm sure it hasn't  
8 gotten any cheaper per ton.

9 MR. COOPER: We've been tracking that. The  
10 off-site disposal costs, we've been lucky. They've been  
11 pretty flat.

12 MR. ULLENSVANG: The trucking costs can go  
13 up.

14 MR. COOPER: I've asked Alan -- I know --  
15 I've asked him on -- how are we accounting for inflation  
16 for projects that are starting five years from now, how  
17 are we -- and he had an answer back for me, and for the  
18 life of me, I can't remember it right now.

19 MR. ULLENSVANG: You might want to tie in  
20 construction inflation which would be different from  
21 consumer inflation, particularly the storm damage.

22 MR. COOPER: How about if I e-mail you back  
23 or e-mail everybody?

24 MS. GEE: Yeah. It would be nice to know.

25 MS. BLUM: Definitely.



1 FACILITATOR KERN: Thanks, Gloria.  
2 Anything else this evening?  
3 Thank you very much for coming out tonight.  
4 Your feedback and your participation is essential and very  
5 valued, and without objection, meeting adjourned.  
6 (The meeting adjourned at 9:02 PM).

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1 STATE OF CALIFORNIA )  
2 COUNTY OF SAN FRANCISCO )  
3

4 I, the undersigned, hereby certify that the  
5 discussion in the foregoing meeting was taken at the time  
6 and place therein stated; that the foregoing is a full,  
7 true and complete record of said matter.

8 I further certify that I am not of counsel or  
9 attorney for either or any of the parties in the foregoing  
10 meeting and caption named, or in any way interested in the  
11 outcome of the cause named in said action.  
12

13 IN WITNESS WHEREOF, I have  
14 hereunto set my hand this

15 13<sup>th</sup> day of March,  
16 2006.

17   
18 Mark I. Brickman CSR No. 5527  
19  
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23  
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PRESIDIO RESTORATION ADVISORY BOARD MEETING

REPORTER'S TRANSCRIPT OF PROCEEDINGS  
TUESDAY, JULY 11, 2006  
OFFICER'S CLUB, BUILDING 50  
PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR  
License No. 5527

## ATTENDEES

RAB Members:

Doug Kern, Facilitator (Not present)

Craig Cooper

Mark Youngkin

Brian Ullensvang

Devender Narala

Bob Boggs

Gloria Gee

Sam Berman

Jan Monaghan

Julian Hultgren

Michelle Passero

Jan Blum

Edward Callanan

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BE IT REMEMBERED that, pursuant to Notice of the Meeting, and on July 11, 2006, at the Officer's Club, Building 50, Presidio of San Francisco, California, before me, MARK I. BRICKMAN, CSR No. 5527, State of California, there commenced a RAB meeting under the provisions of the Presidio Trust.

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## AGENDA

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1 MR. YOUNGKIN: Good evening. Welcome to  
2 the regular monthly meeting of the Restoration Advisory  
3 board of the Presidio of San Francisco. I guess everybody  
4 here is pretty familiar, so there won't be too many  
5 introductions.

6 Does everybody of a copy of the agenda?  
7 It's fairly simple tonight.

8 Does anybody have any discussion of the  
9 agenda or additions, deletions? Seeing none, we'll move  
10 on to old business and announcements.

11 Does anybody have any announcements to make?  
12 Jan?

13 MS. BLUM: Okay. Okay. There'll be a  
14 Presidio Trust Open Space meeting on the 17th of this  
15 month wherein members of the Trust will discuss the  
16 progress they're making with our park in terms of habitat  
17 restoration and just general park things, so I -- it will  
18 be starting at 6:30 and go till 8:00.

19 I believe it's here on the 17th of July,  
20 which is next Tuesday, I think.

21 MR. YOUNGKIN: Mm-hmm.

22 MS. BLUM: Thank you. The public is  
23 welcome.

24 MR. YOUNGKIN: Public is welcome.

25 MR. COOPER: It's next Monday.

1 MS. BLUM: Oh, Monday. Thank you.

2 MR. COOPER: 17th, yeah.

3 MR. YOUNGKIN: They used to put the  
4 committee report under here, too. We'll consider that  
5 under old business.

6 Was there somebody who was at the committee  
7 meeting to give us a brief overview of what was talked  
8 about or -- I missed that meeting.

9 MS. PASSERO: I did, too.

10 MS. BLUM: I thought George -- George was  
11 going to do that.

12 MR. YOUNGKIN: Oh.

13 MS. BLUM: Wasn't that the agreement?

14 MR. YOUNGKIN: George Ford.

15 MR. COOPER: George Dies.

16 MR. YOUNGKIN: We'll discuss the summit  
17 meeting. It will probably take most of the meeting, huh?

18 MR. COOPER: I'm trying to remember what  
19 else we talked about.

20 MR. YOUNGKIN: I think membership came up.  
21 Doug mentioned that there was discussion of starting some  
22 membership recruiting.

23 MR. COOPER: Mm-hmm.

24 MR. YOUNGKIN: We had some attrition, and  
25 there were three or a few members who aren't attending, so



1 maybe as many as seven new members.

2 MR. COOPER: Wow.

3 MR. YOUNGKIN: Any discussion of doing a  
4 newsletter articles again?

5 MS. BLUM: I think the general conversation  
6 was about just general, that there was nothing -- no  
7 decisions were made and I think it's a pocket for another  
8 discussion, how we're going to reconstitute the RAB and  
9 make the responsibilities a little bit broader than they  
10 have in the past, and Doug said he was going to ask for  
11 various volunteers to step in and take some of the  
12 responsibility, but I don't believe we agreed on anything  
13 specific at that meeting.

14 I think it was the subject more was  
15 broached, and that was also asking for feedback of the  
16 community RAB members on his poll that he recently  
17 conducted.

18 MR. YOUNGKIN: Thank you.

19 Let's move on to the discussion topics. Our  
20 first discussion meeting is summit meeting review, and  
21 it's all RAB members participation.

22 We have passed out a copy of the recently  
23 completed meeting notes for the summit meeting. These are  
24 hot off the press, and they're pretty detailed. This is  
25 the first chance I've had to see the final. I reviewed

1 the preliminary by e-mail.

2 They're fairly detailed. Amazing the notes  
3 they took. We had both Laura Castalini and Genevieve  
4 Poole taking a lot of notes at the same time. We kind of  
5 condensed them down to these pages.

6 I was at the summit meeting. I thought it  
7 was a very positive and it was a good meeting. It was a  
8 good step. All -- all the senior -- senior management  
9 seemed to be well briefed and had good positive attitude.

10 So it was a -- a good discussion. There was  
11 no acrimony or actually in-fighting among the agencies.  
12 So it looked like it was a good start.

13 Of course the follow-up is probably the  
14 tough part, and there was talk of scheduling the first  
15 follow-up meeting I think three months from now.

16 MR. COOPER: Correct.

17 MR. BOGGS: In October. Brian's already  
18 sent out an e-mail for possible dates. We have a meeting  
19 next Tuesday. Things are moving forward.

20 MR. YOUNGKIN: So we can keep the momentum  
21 forward by having another meeting in three months. So I  
22 think it was a pretty positive start.

23 Do we want to go through these notes or take  
24 the time to read through them? We don't have a lot of  
25 things to cover tonight, so why don't we just take a few

1 moments to look through these, and if anybody has any  
2 questions, we can direct anybody that was there.

3 MR. BERMAN: Maybe you can just take us  
4 through the action items, because if you look at the  
5 action items, they sort of reflect back on everything, and  
6 why don't -- if you could just go through those one by one  
7 because that's really sort of what --

8 MS. BLUM: The bottom line.

9 MR. BERMAN: I don't know if it's the  
10 bottom line, but it's maybe a bottomless line.

11 MR. YOUNGKIN: The action items are on the  
12 bottom of page 5. They carry over to page 6, which is  
13 followed by next steps.

14 The first action item is "Trust and  
15 stakeholders to continue evaluating cost reduction  
16 commitments and strategies. Trust and stakeholders as  
17 necessary."

18 So I think there was general agreement  
19 about -- among all of the -- you know, the agency staff  
20 there that it was premature to go and ask for money  
21 without having the cost accounting and the budgeting and  
22 everything really well -- well done and formulated.

23 And so I think there was general agreement  
24 to keep going with the improvements to the cost accounting  
25 and the -- the progress reporting on the monthly progress

1 reporting or quarterly progress reporting. So I think  
2 there was pretty much an agreement among everybody.

3 Anything else on those -- those items? Jump  
4 right in there.

5 MR. ULLENSVANG: You might point out that a  
6 couple pages preceding that are a list of items we talked  
7 about as to cost reduction initiatives that were -- there  
8 was a handout and they were selectively gone through.

9 Not every one in the handout was gone  
10 through, but those were the topics in the preceding couple  
11 pages, the action items.

12 MR. COOPER: They start on the bottom of  
13 page 3, and you can just kind of look at the -- the  
14 headlines that are in italics on page 3 and page 4 and  
15 page -- top of page 5.

16 MR. ULLENSVANG: So those were the ones  
17 that were discussed at the summit as action items that  
18 continue as discussion.

19 MR. YOUNGKIN: There's quite a few of them.  
20 It goes through page 3 all the way through to page 5.  
21 There was a lot of discussion on that part of the -- that  
22 action item. Had a lot of discussion.

23 The next action item is "Some program  
24 analysis is being provided by Booz Allen. Booz Allen team  
25 is tasked with coming up with their own recommendations

1 based on site and program information we have given them.  
2 Not necessarily evaluating the commitments and  
3 strategies."

4 MR. BERMAN: I'd like to go back to the  
5 first action item because I -- I haven't -- I haven't  
6 really fully comprehended what that means.

7 I mean, it says -- I mean, what it says here  
8 is "continue evaluating." Okay. So does this mean that  
9 there was a recognition that the -- was there a common  
10 agreement among the participants at the meeting that there  
11 was a shortfall and there could be somewhere between  
12 twenty and thirty million, at least?

13 I mean --

14 MR. ULLENSVANG: I think there was a  
15 general agreement that there was a shortfall.

16 MR. BERMAN: Okay. So --

17 MR. ULLENSVANG: I think at the meeting, we  
18 didn't discuss any differences on people's beliefs on the  
19 amounts or not, but everyone agreed that there was a  
20 shortfall and it was significant.

21 MR. BERMAN: So the idea of action item 1  
22 was to look back at what -- what's there on page 3, 4 and  
23 5 and -- and -- and everyone at -- in their own  
24 organization is -- is to look at these items here and --  
25 as -- I mean, the action items sort of -- you go back

1 and -- like it says, "evaluate in-house design team" on  
2 page 4.

3 MR. YOUNGKIN: Right.

4 MR. BERMAN: And there it just says -- it  
5 doesn't really -- doesn't say anything of what to do, and  
6 I'm -- not being there and just reading, so -- and I  
7 missed the -- the meeting two weeks ago.

8 MR. COOPER: Right. Well, the idea would  
9 be --

10 MR. BERMAN: It just doesn't -- there's  
11 nothing -- nothing to hang my hat on there. It says  
12 continue -- just continue evaluating.

13 MR. ULLENSVANG: What you're missing is  
14 there was a handout that these notes reflect, and that  
15 does have a little bit more and it talks about timelines  
16 for doing -- an event within that evaluation and timeline  
17 for doing that event, and I believe that that was e-mailed  
18 out to the RAB by Doug at about the time of the summit  
19 meeting.

20 MR. COOPER: Right. Just like the day  
21 before. It's a handout at the summit meeting, and it  
22 would have these various initiatives with who's  
23 responsible and a general timeline on whether a decision  
24 would be made on each one, and I would imagine that at --  
25 if we're able to pull off an October follow-up summit

1 meeting, that all of these, you know -- that handout would  
2 be the agenda, basically, okay.

3 Which one of these ideas are we -- have  
4 we -- we're cutting through.

5 MR. ULLENSVANG: What results.

6 MR. COOPER: Yeah. What are the results.

7 MR. ULLENSVANG: This one, if I recall  
8 correctly, had the Trust doing the evaluation,  
9 consideration and -- and completing that work by the 1st  
10 of October, which coincidentally would be very convenient  
11 for reporting at an October follow-up meeting.

12 MR. COOPER: Right.

13 MR. YOUNGKIN: There's like an example on  
14 page 4 here about midway down the page. "DTSC does not  
15 typically allow construction oversight to be managed in-  
16 house and usually requires third party licensed engineer  
17 due to conflict of interest. However, DTSC would likely  
18 allow in-house oversight at Presidio."

19 So that's sort of an example of an issue  
20 that could save a lot of money, but it's still being  
21 evaluated whether or not the Trust wants to ask DTSC to be  
22 able to do this or not.

23 So we're going to do follow-up work on that  
24 at the next meeting in three months and say what the  
25 progress is on that.

1 Does that kind of get at what you're saying,  
2 Sam?

3 MR. BERMAN: Yeah, I --

4 MR. YOUNGKIN: I think --- we covered a lot  
5 at this meeting. It went by pretty fast. You know,  
6 it's -- it's too much to really try to accomplish a lot --  
7 all of this in one meeting.

8 MR. BERMAN: Right, but -- but I think  
9 that -- that Craig has said essentially what that first  
10 bullet is. You take Doug's timeline and that's -- work on  
11 that and report at the next meeting how well your  
12 organization has dealt with the things on that timeline.

13 MR. COOPER: Correct. I mean, the idea was  
14 that, you know -- as you know, just through the pre-  
15 meeting process for the summit meeting, this is when we  
16 started to brainstorm sometimes with meeting just with  
17 Devender, Bob, Brian and Doug and sometimes with Robin and  
18 we started to come up with these ideas, and to brainstorm  
19 them and to implement them, you know, all in time for the  
20 June 16th summit meeting wasn't -- you know, we started to  
21 realize that's not an expectation --

22 MR. BERMAN: Right.

23 MR. COOPER: -- we would be able to  
24 achieve.

25 So let's set some deadlines for when we were



1 going to finish our work on some of these things.

2 Some others we've already started, you know,  
3 like this integrated team approach that we've talked  
4 about, as well.

5 We've already made a decision yes, we're  
6 going to do that, and so that one we're not evaluating  
7 whether to do or not. We're actually going to do it, and  
8 so when we do the follow-up meeting in October, we'll have  
9 a discussion of how is this -- how is it working? Is it  
10 working for us, you know, or not? Is it saving us time  
11 and money, so --

12 MR. BERMAN: Okay. The first bullet  
13 basically refers to that timeline sheet as the working  
14 document. Okay.

15 MR. YOUNGKIN: The second action item,  
16 "some program analysis is being provided by Booz Allen.  
17 Booz Allen team is tasked with coming up with their own  
18 recommendations based on site and program information we  
19 have given them. Not necessarily evaluating the  
20 commitments and strategies."

21 So maybe Craig should follow up on that.

22 MR. COOPER: Right, so -- I mean -- okay.  
23 Booz Allen, as you know, is a management consulting firm  
24 that the Trust has contracted with. I've talked to you  
25 about them and their scope of work before, and we have

1     tasked them to take a look at some specific portions of  
2     our program, and with the eye on what do you recommend for  
3     cost containment ideas.

4                     So that's what that -- that's what that  
5     bullet really means is that some program analysis.

6                     Some of these italicized issues, Booz --  
7     with a Trust action item, Booz is a -- a consultant to the  
8     Trust and is providing recommendations to the Trust for us  
9     on those issues on the, you know, in-house design team,  
10    construction oversight, et cetera.

11                    And they've looked at much more than that.  
12    They looked at a whole -- they looked at remedies, they  
13    looked at our cost estimate process, our cost accounting  
14    process, the procurement process.

15                    They looked at a lot of things, so --

16                    MR. YOUNGKIN:   Any timeline on when their  
17    report's going to be available?

18                    MR. COOPER:    Ah --

19                    MR. YOUNGKIN:   Is that something public,  
20    too, or --

21                    MR. COOPER:    Their -- yes. There's going  
22    to be a public report, and I would hope, you know, in  
23    August their report would be out publicly.

24                    MR. YOUNGKIN:   That's pretty fast.

25                    MR. BERMAN:    So -- so Booz Allen has people

1 that are familiar with the CERCLA process?

2 MR. COOPER: Correct, yeah. Their team  
3 is -- the team that they put together is about five  
4 individuals that specialize in evaluating CERCLA programs,  
5 in particular CERCLA programs at federal facility sites.

6 So they've been to -- looked at an Army  
7 military base in Texas and Michigan and Navy sites in San  
8 Diego or whatever.

9 They have a pretty long resume of other  
10 federal facilities that they specifically evaluated their  
11 remediation programs, and so they had, you know, a good  
12 sense of, you know, other programs, and so they had a guy  
13 that specialized in CERCLA and CERCLA, you know,  
14 processes.

15 They had a person that specialized in  
16 cost -- project cost estimating. They ran their own, you  
17 know, software on that and tested some of our cost  
18 estimating assumptions.

19 They have an environmental insurance person  
20 that looked at our claims process under the Army MOA and  
21 the Zurich Insurance policy.

22 They had a person that specialized in  
23 organizational efficiency that looked at how is the Trust  
24 remediation program organized. Is it being supported by,  
25 you know, upper management properly? Do we have the right

1 number of staff, et cetera.

2 So they looked at a lot of things.

3 MR. BERMAN: Yeah.

4 MR. COOPER: Yeah, so -- and they were just  
5 here -- it was the week after the summit meeting they --  
6 that's when they did the bulk of their work and now  
7 they're in the report writing mode now.

8 MR. YOUNGKIN: That should be interesting.

9 MR. BERMAN: Yeah.

10 MR. COOPER: Yeah. It should be -- I feel  
11 like I've been under a microscope --

12 MR. BERMAN: Right.

13 MR. COOPER: -- I can tell you the last  
14 couple weeks.

15 MR. BERMAN: Actually I feel for you with  
16 something like that. That's basically, you know --

17 MR. COOPER: And they're --

18 MR. BERMAN: Checking out whether your  
19 clothes are clean.

20 MR. COOPER: And I kind of feel like their  
21 job is to find fault, you know. They're not there to say,  
22 "Oh, how wonderful you are," you know. They're there to  
23 find fault and come up with these great ideas on what I've  
24 been missing, so that's how they get more work. Yes.

25 MS. GEE: I thought at the committee

1 meeting that you mentioned that you were going to delegate  
2 more to your project managers, because the whole issue  
3 about your staffing --

4 MR. COOPER: Right.

5 MS. GEE: -- resources came up at the  
6 committee meeting.

7 MR. COOPER: Correct. Booz had pointed  
8 that out that maybe I should take a look at -- as you  
9 know, when I got this position, I inherited a management  
10 position and I kept a lot of my project management work,  
11 and -- and the community relations work, as well, and for  
12 a while, the cost accounting work until we finally were  
13 able to hire Alan.

14 So it -- it was one of their recommendations  
15 that I -- I lose some of my respons -- project management  
16 responsibility and try to do more managerial work, so I  
17 can work with Alan more closely on evaluation stuff and,  
18 you know, Doug on that and work on more policy kind of  
19 direction of the program issues that we're trying to look  
20 at at the summit meeting and so on, you know, and -- that  
21 takes time.

22 You need somebody pushing, you know, on the  
23 wheel on that, so that's -- I'm taking a look at that.  
24 Whether I'm able to do it or not remains to be seen.

25 If some of my project managers do any work,

1 there's a reaction to that that some other project will  
2 slow down, so --

3 MR. YOUNGKIN: Okay. Any more comments on  
4 action item number 2?

5 Let's go to action item number 3. "Trust  
6 project managers to involve all stakeholders early in  
7 project decisions and throughout project duration."

8 MR. COOPER: Right. So this is the  
9 integrated team approach that I think we've been talking  
10 about for a while, and at various degrees, we've actually  
11 been doing it at various projects, and now it's pretty  
12 much kind of formalizing the process without getting  
13 overly formal.

14 So what we're in the process of doing is  
15 writing some best practices for how -- how should my  
16 project managers kick off a scoping meeting for field  
17 sampling plan at the Nike site or the field sampling plan  
18 at Lobos Creek or things like that?

19 What are the expectations on my project  
20 managers? What should they bring to that first meeting?  
21 What kind of information -- how should that information be  
22 presented? What -- what kind of work should they do well  
23 in advance of that meeting to make sure that the kickoff  
24 meeting is successful?

25 You know, and so what we're creating is

1 basically these best practices, along with -- it will be  
2 more in checklist format that project managers can take a  
3 look at. Just to make sure they're not forgetting things.

4 And just by having these best practices for  
5 scoping meetings, it also -- the way we're going to bring  
6 this checklist, when they have this scoping meeting, it  
7 sets the stage on how they interact with the project team  
8 thereafter, as well.

9 And it's -- for example, another thing on  
10 the checklist is what is your integrated team? What's  
11 your -- how -- you know, as you know, a lot of these  
12 projects are -- are complicated, and it's just not CERCLA  
13 technical remediation.

14 You're looking at natural resources and  
15 cultural resources and -- and various other inputs, and so  
16 it's organizing your project team, as well.

17 So anyway, we're going to put together these  
18 best practices and for remedial investigation phase, for  
19 remedial design.

20 Those are the two I want to start working on  
21 first, and for construction oversight. Those three for  
22 sure, and I think those are the three most important or  
23 three where we've seen a lot of cost growth on, three  
24 phases: Remedial design, construction, construction  
25 oversight and remedial investigation.

1                   So I think it makes sense to write best  
2 practices for those first, and also part of the best  
3 practices process is to use meeting minutes, so we just  
4 don't have a meeting for meeting sake, but that the -- the  
5 meeting and the meeting minutes become a tool to further a  
6 project -- well, to document, you know, consensus at a  
7 meeting where there was agreement and where there wasn't  
8 agreement and what the action items are.

9                   So basically -- to basically tighten up on  
10 our project management process and not let issues drop.  
11 Not assume that we had consensus on issue X. Write it  
12 down. If we thought we heard consensus, we write it down.

13                   Actually, I have issued best practices  
14 already that -- for meeting minutes, for example, and it  
15 just went out by e-mail a week or so ago, and it's -- it  
16 sets up, you know -- basically these are the expectations  
17 of meeting minutes and this is the format you should use.  
18 These is the tone you should use. This -- this is the  
19 number of days that we would expect you to get meeting  
20 minutes out the door after a meeting is over, because if  
21 you wait too long, people start to forget, and I think  
22 meeting minutes will be an important part of the best  
23 practices for just the integrated team in general on each  
24 site.

25                   So that's just an example of -- of that, and



1 you're probably saying, "Well, of course we should all be  
2 doing that," but there was -- there was certain reasons,  
3 you know, why we weren't doing that or were doing it.

4           Some of it is my staff's, you know, kind  
5 of -- some like that kind of, you know -- bringing  
6 everybody together and brainstorming and some people don't  
7 like it, and we have agreements with the Park Service, you  
8 know, that kind of interfered with that type of early  
9 interaction with the regulators and -- and we're willing  
10 to -- everybody has agreed at the summit meeting -- and  
11 it's my opinion. This is a big breakthrough -- that if --  
12 if the Trust follows an integrated team approach and  
13 scopes projects out properly and kind of follows these  
14 best practices based on expectations set up that we as a  
15 team set up, that the Park Service is okay to let drafts  
16 of documents go out to the -- the entire integrated team,  
17 the regulators and the Park Service at the same time  
18 instead of having an internal review Trust/Park Service.  
19 Have the document spin around and then go out to the  
20 regulators.

21           So that's a -- that's a -- that's a  
22 breakthrough, you know, on the approach. We'll see how it  
23 works.

24           I hope -- you know, I -- I've got -- I'm  
25 hopeful that it will -- if my project managers and myself,

1 if we do it right, it -- it should end up with a better  
2 work product first time out, and it's going to be more  
3 work.

4 I've been spending a lot of time with my  
5 project managers about this. We've had a couple staff  
6 meetings. I've been talking about this, getting them, you  
7 know, psyched up for it.

8 It's an adult way to kind of approach a  
9 problem and problem solve, and instead of just sitting  
10 down with your consultant privately and, you know,  
11 thinking through a project, it's about inviting a whole  
12 bunch of people, and there's a hassle factor with that,  
13 you know, getting everyone on the calendar and setting up  
14 these meetings and getting conference rooms.

15 There is a lot of administrative stuff that  
16 project managers are going to have to handle, and getting  
17 the meeting minutes out and handling people's comments on  
18 meeting minutes, so I've been giving them a lot of pep  
19 talks about how this is ultimately going to be better to  
20 get progress on your projects.

21 That's what they want, you know, so we'll  
22 see how it goes.

23 MR. BERMAN: So the integrated team is the  
24 Park Service, the Trust, the regulators and --

25 MR. COOPER: And the RAB. The RAB is

1 invited to the very first scoping meeting, as well.

2 MR. BERMAN: And what about -- so this  
3 happens -- the integrated team does not include  
4 consultants and --

5 MR. COOPER: Oh, yeah. We need a  
6 consultant there, because almost all of our work  
7 products --

8 MR. BERMAN: Right.

9 MR. COOPER: Almost all of them are written  
10 by consultants.

11 MR. BERMAN: Right, so --

12 MR. COOPER: So it's not about --  
13 oftentimes -- not always, but sometimes we'd have a  
14 scoping meeting and the consultant has already, you  
15 know -- we've let the consultant run too far with this  
16 internal analysis and they're already physically telling  
17 folks these are how things are going to go.

18 And I think it's all right for consultants  
19 to kind of think things through, you know, but don't  
20 present it in a way like "this is how it's going to  
21 happen."

22 You know, you can -- if -- if you have some  
23 kind of -- if a particular project has some kind of thorny  
24 side issue, you know, you can present ideas and options to  
25 the integrated time, you know, but I think that we

1 oftentimes had consultants, you know --

2 MR. YOUNGKIN: Doing decision-making.

3 MR. COOPER: -- doing decision-making --  
4 well, right. With the Trust okay and doing more in a  
5 reporting mode at meetings instead of at an involvement  
6 time mode. It's a whole different way of doing things.

7 MR. BERMAN: But -- but if you have a  
8 consultant as part of the integrated team, is this the  
9 consultant that is going to be involved in the  
10 construction or a consultant that's there just as sort of  
11 a planning consultant?

12 MR. COOPER: Well, it depends on the phase  
13 of the project. If we're at, you know, remedial  
14 investigation phase, doing field sample plans, that  
15 consultant is just, you know, in the planning  
16 documentation.

17 MR. BERMAN: Right. So you can't really  
18 have these integrated team meetings until a consultant is  
19 brought on board and that has to be done through --  
20 through competitive bidding?

21 I mean --

22 MR. COOPER: For our -- for our planning  
23 phase, for documents like a field sample document, a RAP  
24 and things like that, I have a -- prequalified consultants  
25 already --

1 MR. BERMAN: Okay.

2 MR. COOPER: -- through indefinite quantity  
3 contracts. I have about four or five of them in place,  
4 and that's how we do that.

5 Only for big construction projects, those go  
6 out for competitive bid, yeah, and basically the  
7 integrated team for a construction phase would primarily  
8 consist of all the stakeholders that we talked about and  
9 the consultant that's going to do the construction  
10 oversight who is oftentimes -- in a huge way the  
11 consultant that did the design documents is the same  
12 consultant that does the construction oversight.

13 Bringing in the actual construction  
14 contractor, we have basically a different working, you  
15 know, relationship with them.

16 We're, you know -- there are construction  
17 meetings where the construction contractor comes, but it's  
18 a different relationship. They're not really on the team.  
19 They're there to do the work and get paid, you know.

20 You know what I mean?

21 MR. BERMAN: I -- yeah. I Appreciate your  
22 taking the time to make that clarification because, you  
23 know, I think the concept is -- is a good concept and I  
24 was just -- we're concerned a little bit about the  
25 mechanics of how the consultants would work in that, but

1 since they're basically essentially almost on retainer, so  
2 to speak, that you get the call from them whenever you  
3 really want them.

4 MR. COOPER: Right, and we scope -- you  
5 know, the way we write our requests for services now, to  
6 make it clear, in this scoping meeting, these are the  
7 expectations of you, you know, because we're going to be  
8 writing those best practices. Those will be shared with  
9 our consultants.

10 Already the best practices for these meeting  
11 minutes -- meeting notes. I keep calling them minutes.  
12 Meeting notes have already been shared with all my  
13 consultants saying, you know, "next time you have a  
14 project meeting, here's advice," you know.

15 We got to give people general guidance, you  
16 know, so there's not misunderstandings down the road,  
17 so -- okay. There will be a lot more talk as we implement  
18 this integrative team approach. We'll be evaluating it at  
19 the same time.

20 These best practices will kind of be out  
21 there. We'll keep a -- a binder of all of our best  
22 practices so the Trust has kind of a centralized location  
23 where they're kept, but if something isn't working,  
24 it's -- you know, it's meant to always be draft,  
25 basically, and we'll try to come up with the best

1 approach.

2 MR. YOUNGKIN: Michelle?

3 MS. PASSERO: Just sort of a -- a higher  
4 level question on the action items. They all look great,  
5 and I'm comparing that to I guess on page 3 where you have  
6 the "primary reasons for cost overruns."

7 MR. COOPER: Mm-hmm.

8 MS. PASSERO: And it seems like the  
9 categories are certain things that are within your  
10 control, about your process and how you work together.

11 So those are a lot of the action items of  
12 how things that you can do, maybe try to minimize costs or  
13 achieve efficiencies, and there's other -- a couple other  
14 items that are sort of outside of your control, right?

15 MR. COOPER: Exactly.

16 MS. PASSERO: They're sort of  
17 unanticipated, and the beginning half of that -- if you're  
18 looking for primary reasons for cost overruns, the first  
19 half of that, that's out of your control.

20 The ARARs, maybe some of that, you can see  
21 it as something in your control, but in the latter part of  
22 that paragraph, that's in your control, and the second  
23 bullet is sort of outside of your control.

24 So in trying to sort of think or break down  
25 the financial analysis, it seems like eventually the stuff

1 that's within your control, you're going to try to think  
2 of what kind of cost savings can we achieve, right?

3 MR. COOPER: Right.

4 MS. PASSERO: And then you still have these  
5 other categories that you think you have to project  
6 forward. Those are still going to be there because --

7 MR. COOPER: Absolutely.

8 MS. PASSERO: -- you can't anticipate  
9 those, and then when you combine them together, if you --  
10 if you just do the things that are only within your  
11 control, is that going to be sufficient to make up for  
12 what the objective overruns may be when you know also  
13 there are things that are outside of your control.

14 You know, is there some kind of analysis  
15 like that when you break out those categories and can  
16 pinpoint okay, eventually we're going to try not to use  
17 savings in this category when you do something about it.

18 We're not going to be to do it here, and  
19 this is what our projection will be based on, maybe the  
20 trend, and then try and figure out what the next is going  
21 to be after you do those two analyses and -- and how to  
22 handle it.

23 MR. COOPER: Right.

24 MS. PASSERO: Is that what the goal --

25 MR. COOPER: I think we talked about this



1 at the RAB before, that I'm not under any illusion --

2 MS. PASSERO: Yeah.

3 MR. COOPER: -- that these -- by just  
4 fixing the things that are under our control is going to  
5 save us 15 or 25 million dollars. It's not going to  
6 happen.

7 MS. PASSERO: Yeah.

8 MR. COOPER: But I think that it's things  
9 that -- the famous saying, try to do the things that are  
10 under your control.

11 MS. PASSERO: Right.

12 MR. COOPER: So we've taken a shot at that,  
13 and I think that one thing that we would -- that the Trust  
14 can do by the October feedback is do what you're saying,  
15 okay. How much -- now that we've, you know -- we'll have  
16 a little bit of idea, maybe, of how much cost savings  
17 we're going to get out of the initiatives that we've  
18 begun.

19 MS. PASSERO: Okay.

20 MR. COOPER: And then talk about, you know,  
21 what are we going to do about the rest of the shortfall,  
22 and -- which could be part of your question.

23 MS. PASSERO: Okay. I was wondering if  
24 that calculate -- if this is part of the whole scheme of  
25 that calculate, then.

1 MR. COOPER: That's a good point.

2 MR. BERMAN: Really in the sense of -- oh,  
3 sorry.

4 MS. BLUM: That's all right. Go ahead.

5 MR. BERMAN: If we're going to ask for more  
6 money from somebody somewhere, then by everything that  
7 you're doing is strengthening your -- your position when  
8 you go out and ask for that, because --

9 MR. COOPER: That's the concept in my  
10 opinion, yeah.

11 MR. YOUNGKIN: That seems to be an  
12 important point among the upper management, too. They  
13 didn't feel comfortable going for asking for money now at  
14 this level of understanding that we have. They want a  
15 tighter idea of what's happening.

16 MR. BERMAN: Yes. I think -- I mean,  
17 looking from the RAB's point of view, I think this is  
18 marvelous work that you're doing because when you do go to  
19 ask for money, you want to be sure that you can answer  
20 anyone's criticism as -- as to how you've been spending  
21 the money, so it looks very good.

22 MR. YOUNGKIN: Jan?

23 MS. BLUM: A couple of questions on that  
24 score would be: Do you have any estimation as to when you  
25 would be able to migrate to Oracle? That would be part

1 one, and part two would be -- because I don't understand  
2 the system -- would it have the capability of forecasting  
3 crude expenses or larger expenses going forward based on  
4 the history of sites or how much costs are increasing  
5 through X, Y or Z?

6 Does it have -- so if you could do your best  
7 to answer those questions, I'd appreciate it.

8 MR. COOPER: Right. The concept of, you  
9 know, migrating our cost tracking system out of Alan  
10 spreadsheet to a database structure, whether it's Oracle  
11 or something, is something that I asked Booz Allen to make  
12 a recommendation on, and so it -- I think it's a good  
13 idea, and what I don't know is how much that would cost --

14 MS. BLUM: Oh.

15 MR. COOPER: -- to migrate it over, so I  
16 have to wait for Booz Allen's reply.

17 I don't even know if they're going to give  
18 me a cost estimate on that.

19 But -- so I -- it's hard for me -- I need to  
20 talk to Alan and maybe talk to somebody in the accounting  
21 department to get my arms around that, because it would be  
22 beneficial to do, to help with these queries.

23 MS. BLUM: Mm-hmm.

24 MR. COOPER: So can I get back to you on  
25 that? I mean --

1 MS. BLUM: That's okay.

2 MR. COOPER: -- I know it's a good deal for  
3 Doug, as well. It's a good deal for me.

4 MS. BLUM: I'd just like to --

5 MR. COOPER: I mean, I need to know how  
6 much it's going to cost --

7 MS. BLUM: Sure.

8 MR. COOPER: -- before. I know there will  
9 be benefit there --

10 MS. BLUM: Yeah.

11 MR. COOPER: -- but if it's going to cost X  
12 amount and Army remediation funds are going to pay for it,  
13 then I need to know those things before I sign up for  
14 things.

15 Take a look at all of the things that we  
16 signed up for in 1999 without thinking it all the way  
17 through.

18 MS. BLUM: That was a different century.

19 MR. COOPER: I'm much more hesitant saying  
20 yep, we're going to do that until I know exactly how much  
21 it's going to cost us, so --

22 MS. BLUM: Does it does have the capability  
23 to forecast; do you know?

24 MR. COOPER: Well, we forecast right now to  
25 some degree. We update our project cost projection, you

1 know, manually through our project managers every quarter.

2 MS. BLUM: Mm-hmm.

3 MR. COOPER: You know, we have -- every  
4 project manager goes through their CSTR and takes a look  
5 at each cost category and updates that, but it's not a --  
6 not an automatic system, you know, but if we had it in  
7 database, then we could start doing queries and start  
8 looking at niche trends --

9 MS. BLUM: Mm-hmm.

10 MR. COOPER: -- and grab that and then  
11 start looking, okay, well, you know --

12 MR. ULLENSVANG: With the database, you can  
13 take a much finer resolution and handle it.

14 MR. COOPER: Exactly. Exactly. But  
15 that's -- and then we could, you know -- because we talked  
16 about that at the summit meeting. We're saying fifteen  
17 million right now.

18 If -- if we look at trends under cost from  
19 RAP-1 and RAP-2 from -- all the way from start to  
20 completion -- because those are now at completion -- and  
21 applied that to RAP-3, 4 and 5 sites, that's maybe what we  
22 should take a look at, and I think it would be a lot  
23 greater than a fifteen million dollar shortfall, yeah --  
24 yeah.

25 MS. BLUM: All right. Thank you.

1 MR. YOUNGKIN: Okay. Let's move on. For  
2 those of you who have just come in like Ed Callanan --  
3 nice to see you -- we're looking at the action items at  
4 the meeting notes for the summit meeting. We're on page 5  
5 at the bottom, action items, we've just finished number 3.

6 I think 4 and 5 are along the same lines as  
7 what we were just discussing. 4 is "Trust or Trust  
8 consultants to prepare meeting notes after each meeting  
9 and Trust to distribute to all stakeholders for review and  
10 comment."

11 MR. COOPER: Mm-hmm.

12 MR. YOUNGKIN: 5 is "Trust project managers  
13 to provide closer management and oversight of  
14 consultants." We kind of talked about that at the last  
15 topic.

16 MR. COOPER: Right.

17 MR. YOUNGKIN: Any questions on those two  
18 action items?

19 MR. COOPER: Yeah.

20 MR. YOUNGKIN: Number -- number 6 is "Trust  
21 and National Park Service to discuss potential for NPS  
22 management of area A sites."

23 Brian, would you like to expound on that?

24 MR. ULLENSVANG: The Trust has asked us  
25 to -- we've identified that there may be some legal or

1 administrative obstacles for, say, managing a site, but we  
2 have offered to explore what we could do, so the Trust has  
3 said some of our internal review process, we could write,  
4 and we're willing to hear what ideas they could have, what  
5 we could do without actually managing their contracts,  
6 which would not work, and we may not be able to do.

7 MR. BERMAN: Is that --

8 MR. YOUNGKIN: I'm for taking a look at  
9 that one.

10 MR. BERMAN: Does that mean, for example,  
11 that -- that NPS would provide staff from their own kitty,  
12 so to speak, project oversight? That's done now by an  
13 outside party?

14 MR. ULLENSVANG: Who?

15 MR. BERMAN: Would NPS be doing that?

16 MR. COOPER: What I understand that action  
17 item to be is to take a look at whether a park service  
18 project manager or staff person such as Brian, could he  
19 become the project manager for the Baker Beach 1/2 project  
20 or for landfill 10?

21 And basically like they become part, you  
22 know -- a pseudo-Trust project manager.

23 MR. BERMAN: Right.

24 MR. COOPER: Like George Ford and Brian  
25 Seilbach and -- and Genevieve Coyle. Could we do that,

1 and Brian said one of what are the legal and  
2 administrative obstacles in doing that, and -- so that's  
3 what that one is about, and Brian has already said that,  
4 you know, they're already kind of meeting us, you know,  
5 halfway in trying to -- for things that are wholly within  
6 Park Service purview like going through NEPA review and  
7 historic compliance review, that the Park Service has  
8 already agreed to take a leadership role in shepherding  
9 those projects through internal review process.

10 It's the actual theme of -- the actual  
11 project manager itself is -- could administer what is  
12 difficult to do. It's something for us to take a look at.

13 It's just in my -- to me, it logically makes  
14 sense -- especially since now we have a fairly long  
15 working relationship -- to have Park Service people be  
16 project managers for projects in area A.

17 It's the project they care most about. It's  
18 the ones that -- I mean, the Trust cares about them, too.  
19 They're part of the Presidio, but they certainly know the  
20 expectations and how they want projects done in area A  
21 better than we do.

22 MR. BERMAN: But there's also project  
23 oversight that's done.

24 Isn't there -- isn't some of that done by  
25 third parties sometimes?



1 MR. COOPER: You mean construction  
2 oversight?

3 MR. BERMAN: Yes.

4 MR. COOPER: Yes. That's done by a  
5 consultant. You need to have a registered engineer do  
6 that.

7 MR. BERMAN: But does the Park Service  
8 provide that?

9 MR. COOPER: That one was on the table. I  
10 don't know. Brian could answer that one.

11 Do you have construction engineers?

12 MR. ULLENSVANG: We do have people that  
13 could do that. That could be something that could  
14 conceivably be done, but then we get into the issues of  
15 how do we manage the Trust contract and what sort of  
16 authorities do we have without complication without adding  
17 any sort of improvement to it.

18 MR. BERMAN: Because presumably that would  
19 be a cost saving, also.

20 MR. COOPER: Yes, if the Park Service  
21 paid --

22 MR. BERMAN: Yeah.

23 MR. COOPER: -- for that person, and we --  
24 the Trust would not hire that person to do the  
25 construction oversight.

1 MR. ULLENSVANG: That would be the analog  
2 to the Trust hiring that person in-house.

3 MR. BERMAN: Yes.

4 MR. ULLENSVANG: Because we're -- we're  
5 working under the remediation program. We would certainly  
6 expect the Trust to reimburse us for those costs. It may  
7 not make much difference, whether the Trust pays for it or  
8 we do.

9 MR. BERMAN: So -- so this idea of having  
10 the Park Service employee being a project manager is not a  
11 cost saving item at all because that person is going to  
12 charge their time to the remediation moneys.

13 MR. COOPER: Right. Brian's time is  
14 already charged --

15 MR. BERMAN: Yes.

16 MR. COOPER: -- to the remediation program  
17 just as my time is just as my time is.

18 MR. BERMAN: So what's the advantage?

19 MR. COOPER: Just an efficiency

20 MR. YOUNGKIN: No duplication of effort.

21 MR. COOPER: Right. Especially for project  
22 area A, there's a Park Service person there every single  
23 time and a Trust service person there every single time.  
24 In a sense, we already have co-project managers when we  
25 have a Trust project manager and have an assistant project

1 manager in the form of Brian. Just not have the project  
2 manager and just have Brian do it.

3 That -- that's the concept, and it's --  
4 whether or not we can make that happen or not, there's --  
5 we have to look at.

6 MR. YOUNGKIN: Okay. Let's move on down to  
7 number 7, "Trust and DTSC managers to discuss potential  
8 for Trust funding of additional in-house resources at  
9 DTSC."

10 Bob, do you want to say anything about that  
11 one?

12 MR. BOGGS: Well, I guess we're not  
13 discussing much of this together yet. We've kind of been  
14 clear on just the workload that DTSC's going to be facing  
15 with design documents and RAPs, et cetera.

16 So we actually -- Dan and I are driving up  
17 to Sacramento to meet with Tony next week to basically  
18 discuss with him how to set up more resources.

19 Right now we have a geologist that we have  
20 our time on the project, but this will probably be set up  
21 more so we can hopefully get even fuller commitment of  
22 somebody dedicated to the project that will really take on  
23 a big portion of the project.

24 So we'll keep you posted on that.

25 The funding issue, the way it was explained

1 to me by my management, it's not too easy for them the way  
2 the state's hiring budget process is, they can't just go  
3 out and hire somebody even though the Trust will pay their  
4 services.

5 They can't easily do that, so basically  
6 through this meeting, we'll try to generate confidence  
7 level, people trying to get somebody committed. Maybe  
8 borrow them from a different unit or something like that.

9 MR. COOPER: Basically the Trust offered,  
10 you know, if you need money for an additional person,  
11 we're willing to provide that, but as Bob said, there was  
12 administrative obstacles to making that happen,  
13 unfortunately.

14 So even though we made the offer, I wasn't  
15 surprised that that one, you know, couldn't happen, but --  
16 wait. Wasn't there like a hybrid concept of that?  
17 Something that --

18 MR. BOGGS: Well, the hybrid concept was  
19 that you guys would hire a consultant that would report to  
20 us in working with DTSC.

21 MR. COOPER: That's right.

22 MR. BOGGS: And DTSC has hired outside  
23 consultants for other projects that we do manage, but that  
24 typically hasn't been done where you're paying the bills  
25 to somebody that was reporting to us. Kind of conflict of

1 interest for that person to consult.

2 Technically he shouldn't be doing our work  
3 and you paying the bill.

4 So where the state has had consultants, it's  
5 been on the Superfund sites where we hire the consultant  
6 just like you hire a consultant because we need the help.

7 MR. COOPER: And you initially pay that  
8 consultant with state money, but you then in turn cost  
9 recover back that cost, but the state initially pays --

10 MR. BOGGS: Yeah.

11 MR. COOPER: -- from the state --

12 MR. BOGGS: Hires the consultant.

13 MR. COOPER: It's a perception issue, you  
14 know, that -- and I think you guys see what the problem  
15 is, so --

16 MR. YOUNGKIN: So there's an effort to find  
17 a way to expediate the review process of documents and  
18 things like that. Sometimes they get multiple documents  
19 in a short time period.

20 MR. COOPER: Right.

21 MR. YOUNGKIN: So they're exploring ways to  
22 find other people to participate, however that works out.

23 MR. COOPER: That -- I mean, that would be  
24 awesome if -- if Bob and Dan and his boss can talk to  
25 Tony, and again, somebody can make a decision about

1 workload distribution.

2 Because when you have a slough of documents  
3 that come in from the Trust, that these geologists, you  
4 know, that -- that provide technical support for Bob are  
5 notified in advance, if something comes in from the  
6 Presidio, that one gets bumped up, you know, the stack.

7 And I'm sure there are other sites that --  
8 you know, that want to get their documents bumped up the  
9 stack, so that's kind of a decision that DTSC managers  
10 have to make.

11 MR. BERMAN: So those costs, if additional  
12 staff are brought on, they -- DTSC would bill the Trust  
13 for those hours?

14 MR. COOPER: Mm-hmm.

15 MR. BOGGS: Correct. The way it is is it  
16 takes X number of hours to get the work done, anyways.  
17 This would just expedite the process by having somebody  
18 pick up those hours on a more timely basis --

19 MR. COOPER: Right.

20 MR. BOGGS: -- rather than right now if I  
21 need geological -- like arsenic reduction technol --  
22 technical memorandum just came out. Well, we have a geo-  
23 chemist that can review that, but since that wasn't really  
24 an active thing that we had set, it goes into his stack,  
25 and so it's going to get reviewed when he gets to it.

1                   Whereas by getting somebody more dedicated  
2 to this job, like this will be their first priority and  
3 then they can handle some other stuff on the side, so it  
4 kind of reprioritizes somebody at my agency.

5                   It's still going to take X number of hours  
6 to review that technical memorandum. It's just by having  
7 somebody dedicated, you can get it expedited.

8                   MR. BERMAN: So was that -- is that  
9 favorably, you think, Melendez will look at that and  
10 consider that?

11                  MR. BOGGS: Yeah. I think basically what  
12 we're going to try to have him do is to have Tony write a  
13 letter to Stuart Black, I think his name is, who's the  
14 overall head of the geological services unit to request  
15 somebody dedicated on that, whatever we decide, half-time  
16 basis, et cetera.

17                  Right now I do have a geologist that's  
18 assisting me in -- and just finished another review, but  
19 she isn't fully committed to the project yet as far as her  
20 management buying in that she's going to be -- this will  
21 be her priorities.

22                  MR. YOUNGKIN: The next two action items  
23 pretty much work right into this topic, too. Action item  
24 number 8, "DTSC to utilize in-house design group for  
25 review of design documents. DTSC needs to have a reliable

1 scheduler to allocate this design group far enough in  
2 advance," and action item number 9, "DTSC to find  
3 geologist to assist Bob with review of RI/FS documents."  
4 Those all pretty much tie in together.

5 MR. BOGGS: Yeah.

6 MR. YOUNGKIN: So any further questions or  
7 comments on those three action items?

8 And action item number 10 at the bottom of  
9 page 5, "DTSC to finish entering Presidio project into  
10 Envirostor and develop project schedules."

11 Bob was talking about that one, too, at the  
12 summit meeting.

13 MR. BOGGS: Yeah. I made a little  
14 presentation, had a little handout with -- with what the  
15 Envirostor Web page looks like. That's now up for public  
16 review.

17 I just showed one of the public pages what  
18 that looks at. So the public can actually go into  
19 Envirostor.ca.gov and they can put in the Presidio and  
20 they can see what actions are pending, what documents are  
21 in review, when they're scheduled to be reviewed by who.

22 The key thing with this is it's really --  
23 it -- once those documents get put into that schedule,  
24 it's kind of a -- it's a highlighted tool for my  
25 management that if ever my reviews are late on something,



1 letters change to bright red and they get a report that  
2 there's a delay on something, and that any project that I  
3 delay, say I don't get a review done and I just postpone  
4 the date, well, I have to write a delay comment and it has  
5 to get approved by management on why the project's being  
6 delayed.

7           So this kind of puts everything, all the --  
8 the reviews in a timeline. It also will show resource  
9 allocation, so that when all these reports are coming in,  
10 management will be able to see, well, yeah, he's late on  
11 this, but there's twelve documents to be reviewed and we  
12 really need two people or three people working full-time  
13 to meet that schedule.

14           So it's been a little work on the front end  
15 getting this new database populated with all the  
16 information, but the second page of the handout that I  
17 actually handed out at the meeting was a full page of  
18 single items of all the documents and the actions of  
19 things that are going on currently.

20           MR. BERMAN:    So who maintains that?

21           MR. BOGGS:    Currently I enter all the data  
22 into it as far as documents. It's primarily focused on  
23 major documents at timelines, RAPs, designs, RI/FS's.

24           So when I get a document in, I enter it in.  
25 On an annual basis, those major timelines are also going

1 to have to be approved by the Trust, that they agreed to  
2 that schedule. So then we get both agencies that have  
3 actually committed to the schedule on the public Website.

4 So there's actually management tools that --  
5 that Craig can use and there's definitely tools that my  
6 management use.

7 I got back from vacation and there was a  
8 page sitting there on my desk saying: "By July 14th,  
9 please take care of this, this and this."

10 So that's kind of how it's set up at this  
11 point.

12 MR. YOUNGKIN: Okay. Moving on to the top  
13 of page 6, action item number 11, "Trust and DTSC to  
14 include project schedules and Envirostor management on  
15 DTSC monthly meeting agendas." That pretty much goes  
16 along with the last topic.

17 MR. BOGGS: Right.

18 MR. YOUNGKIN: Any questions on the  
19 Envirostor and -- okay. Moving on to action item number  
20 12, "Trust to put personnel consistently into claims  
21 recovery efforts."

22 Does this one go along with that? The  
23 insurance where it says: "Claims recovery."

24 MR. COOPER: It's the insurance and our  
25 Army MOA. So, you know, we have a new environmental

1 attorney. Her name is Andrea Anderson. Basically I've  
2 been kind of taking the lead in writing potential claim  
3 letters to Zurich and the Army and they're kind of  
4 floating out there, so I've been trying to get Andrea.

5 She's stepping up to kind of take that on as  
6 her -- her project to be managing the -- our claims  
7 process, making sure we hit all of the -- working with  
8 Alan to make sure all of our financial information  
9 supports the claims as necessary.

10 There's oftentimes, you know, a lot of  
11 analysis that needs to go into the claims when you present  
12 it to either the Army or to Zurich to explain why this  
13 claim is -- meets the requirements of a claim under the  
14 MOA or the insurance policy.

15 So we've started a -- a routine meeting  
16 process with the Army on this now. That only started like  
17 nine months ago for the first time instead of just  
18 floating letters out there and letting them kind of  
19 parish, you know.

20 We're meeting with the Army every three  
21 months and we have a -- kind of a claims resolution  
22 process that we're putting together and putting time  
23 frames on various claims, on bumping them up to different  
24 levels of dispute.

25 Are we going to move into dispute

1 resolution, you know, in the memorandum of agreement, and  
2 if so, when are we going to do that?

3           So that's, I think, an important process,  
4 because we need to get some kind of resolution, and how  
5 many of these claims are going to get paid and how soon  
6 and how much?

7           And the only way to do this is to just keep  
8 pushing and pushing and pushing at staff level until we've  
9 kind of exhausted ourselves on getting technical  
10 information out there and legal information out there and  
11 the Army respond and this back and forth process that has  
12 to happen before -- so we get it sort of bumped up for the  
13 issues that we can't resolve at staff level.

14           So we gotta -- got to do that first before  
15 it can get bumped up and the money starts flowing.

16           MS. BLUM: I'm sure that Andrea has other  
17 responsibilities --

18           MR. COOPER: Mm-hmm.

19           MS. BLUM: -- at the Presidio and working  
20 with the Trust.

21           What percentage of her time is devoted to  
22 helping to resolve these issues with the insurance and the  
23 Army in terms of claims, Alan and the whole package?

24           MR. COOPER: I would say, you know, she's  
25 also working on the Public Health Service EIS and she's

1 got some other big time consuming projects right now, but  
2 she comes to building 1750 every Monday and Wednesday  
3 morning from 9:00 to noon, so she's actually in our  
4 building, you know, because her office is in building 34,  
5 and she's there every -- every single Monday and  
6 Wednesday.

7 That's great, and then I can use that  
8 opportunity to -- because -- to brainstorm with her and  
9 get things together and she can work with Alan.

10 So I would say, you know -- and obviously in  
11 her own office, she works on remediation stuff, too, but  
12 probably a third of her time right now is on remediation  
13 issues in general, and then half of that is actually  
14 dedicated to claims and the claims process.

15 I know that she's been tasked to write up  
16 some pretty important letters. Based on the outcome of  
17 our last meeting with the Army on the Trust position on  
18 Mountain Lake, the Trust position on Baker Beach 2A, which  
19 is another claim site, and the third one, I can't  
20 remember -- 937, I think.

21 So she's got three -- and we gave her a  
22 deadline. I gave her a deadline, I mean, with Brian.  
23 Brian was at that meeting and so on.

24 She's going to have a busy -- she's going to  
25 pull off all three of those letters by the end of the

1 summer, basically. That was a goal we've given her, and  
2 once we get those letters go out, that will really push  
3 the process.

4 The Army's going to have to make a decision  
5 on whether they're going to pay -- are you going to  
6 negotiate, are we going to settle or are you going to make  
7 an offer on how much you're going to pay on those three  
8 big ticket items, or are we going to follow that process.

9 MR. YOUNGKIN: Action item number 13,  
10 "Trust to make sure that all efforts are made to reduce  
11 costs and increase efficiencies, so that if additional  
12 funds are necessary, the stakeholder team will be in a  
13 position to request the funds."

14 I think that was sort of talking about  
15 earlier as a general theme.

16 MR. COOPER: That's not really an action  
17 item, per se.

18 MR. YOUNGKIN: So that covers a lot of  
19 ground there.

20 MR. COOPER: Yeah. That's like everything  
21 all together.

22 MR. YOUNGKIN: Improving the cost  
23 accounting, progress reporting and all of that.

24 Action item number 14, "A document  
25 specifying the early involvement process will be drafted

1 and reviewed by all participants."

2 MR. COOPER: So those are the best  
3 practices that I've talked about before which I've already  
4 put one together for the members. More to come. At least  
5 three more to time.

6 MR. YOUNGKIN: Then number 15, the last  
7 one, "Set date for next summit meeting to be in  
8 September/October 2006 time frame."

9 I think there was actually more action items  
10 than these.

11 MR. COOPER: In the handout. I don't know  
12 if anyone has the handout. There is -- yeah. The meeting  
13 notes were just kind of meant -- are just that. What was  
14 actually talked about at the summit meeting is not the  
15 comprehensive list of all the things that we're working  
16 on.

17 These are just the things that we had time  
18 during the four hours, you know, that we got together for  
19 the summit meeting.

20 I think the -- the handout that Brian was  
21 talking about was a more comprehensive list. We'll be  
22 using that as our talking tool, but just those action  
23 items in this summit meeting, though, these are the more  
24 critical ones of the things under our control.

25 MR. YOUNGKIN: There's some interesting

1 things in this meeting. If you get a chance to read  
2 through this, it's pretty interesting. The one about  
3 "senior management from the respective agencies met and  
4 were introduced, some for the first time." So, I mean, if  
5 you get a chance to read through these.

6 Do we have an electronic copy of this, too,  
7 or -- there's quite a few people that aren't here are who  
8 probably are going to want to see this.

9 MR. COOPER: Okay. If it's okay with  
10 everybody, we can send out an electronic copy. Yeah,  
11 okay. I'll send it to you, Mark.

12 MR. YOUNGKIN: Okay. Good. Any more  
13 comments or questions on the meeting notes from the summit  
14 meeting?

15 MS. BLUM: Just one more comment that Doug  
16 made at the committee meeting, and that is with respect to  
17 the last point on the follow-up, or actually it's the  
18 second to last item -- action item, and that is that the  
19 RAB is not mentioned in this document in terms of  
20 stakeholder by name and that it has yet to be defined how  
21 the RAB will participate in the new process, but our role  
22 will definitely change and probably be enhanced because of  
23 the sped-up process and the more early engagement of all  
24 of the agencies and parties.

25 So the RAB is going to -- the action that



1 the RAB has currently will not be the same as in the  
2 future, but that remains to be seen, too. That is yet to  
3 be discussed.

4 MR. COOPER: That's a good point. The RAB  
5 is going to be invited to a whole bunch of integrative  
6 team meetings, and they're going to be generally Monday  
7 through Friday 9:00 to 5:00, but the invitations are going  
8 to go out there every single time.

9 So the RAB members --

10 MR. YOUNGKIN: Meeting notes will become  
11 important.

12 MR. COOPER: Meeting notes are important,  
13 yeah. You guys are going to have to think through ways  
14 that you're going to be able to, you know, participate and  
15 get your ideas in, even if you can't send a person,  
16 physical person every single time, and so --

17 MR. YOUNGKIN: A virtual member.

18 MR. COOPER: Right.

19 MS. BLUM: I wonder if it would be valuable  
20 for the RAB, then, to have the practices that you're  
21 developing for your team -- my question really is: Would  
22 the notice that you're developing for how you conduct the  
23 pre-meeting, would that be beneficial for the RAB members  
24 to have as a sort of guideline on how to interact with  
25 meetings? Even though we wouldn't be meeting the

1 contractors, per se.

2 MR. COOPER: Right.

3 MS. BLUM: Or product managers or project  
4 managers, but would in the concept be something that it  
5 would be beneficial for us to have, for us to run our  
6 meetings.

7 MR. COOPER: Yeah.

8 MS. BLUM: You don't have to answer, but it  
9 would be a thought.

10 MR. COOPER: These best practices, the one  
11 that I did for meeting notes, I copied Doug on the e-mail.  
12 I don't know if I copied you.

13 MR. YOUNGKIN: I didn't check my e-mail  
14 today.

15 MR. COOPER: I sent it out last week. I  
16 could forward it to you, and if you guys -- that's a way  
17 to participate in how we do business and, you know,  
18 comment on these best practices that, you know --

19 MR. BOGGS: It may shorten the actual time  
20 the public has to get some early input, because --

21 MR. COOPER: Right.

22 MR. BOGGS: -- basically we're trying to  
23 speed up the process, and so the Trust is opening the door  
24 to the public in all these meetings right up-front, so  
25 they're included, but we are trying to accelerate the pace

1 of the process.

2 So if somebody's not able to attend, of  
3 course e-mailing your comments or concerns before that  
4 meeting would be --

5 MR. COOPER: Yeah.

6 MR. BOGGS: -- a great venue if somebody's  
7 not able to attend, because we'll take them into  
8 consideration that way.

9 MR. COOPER: We could make that an agenda  
10 item, you know, as an integrated team meeting and you'll  
11 see the meeting notes to see how each of the RAB issues  
12 were handled, but that's a good point, Bob.

13 I mean, maybe use e-mail to get your ideas  
14 in in advance so you have an opportunity to get your ideas  
15 thrown into the ring because that -- you know, we're going  
16 to be kicking out, you know -- base -- based on the  
17 complexity of the project on more simple ones. We might  
18 have a scoping meeting. We're already scheduling  
19 something out in the field to take samples. That's the --  
20 that's the concept.

21 MR. ULLENSVANG: We may have to have more  
22 substantive conversations here about what's happening --

23 MR. COOPER: Yeah.

24 MR. ULLENSVANG: -- just so people can keep  
25 up.

1 MR. COOPER: Yeah.

2 MR. BOGGS: Major decision documents, of  
3 course RABs, because -- FS's, design documents, there's  
4 actually requirement for a thirty-day public review, but  
5 for some of these minor documents, there isn't, so we can  
6 push that process a lot faster.

7 But for major documents that involve  
8 significant decisions, we still will be given a formal  
9 review period, but something like investigating the Nike  
10 site, that's probably going to come within the work plan.

11 They'll send it to us a little ahead of  
12 time, have a scoping meeting and get people's input, and  
13 like you said, they'll probably be scheduling the next few  
14 steps right after that.

15 MR. COOPER: We hopefully got the Nike plan  
16 today, for example.

17 Did you get yours, Brian?

18 MR. ULLENSVANG: I don't think I did.

19 MR. COOPER: If not today, tomorrow, but --  
20 and -- so that's an example. So that's a good idea,  
21 Brian. Maybe we can use RAB meetings and committee  
22 meetings as a way to at least have updates.

23 You know, quarterly I'm doing these kind of  
24 program-wide updates.

25 MR. ULLENSVANG: Your project managers can

1 come and talk the sampling, and so for those meetings at  
2 the RAB, if they want to prioritize and not attend --

3 MR. COOPER: Mm-hmm.

4 MR. ULLENSVANG: -- they can at least  
5 participate and be aware of --

6 MR. COOPER: Right.

7 MR. ULLENSVANG: -- and have a way of -- at  
8 a group meeting, there may be a way to bring out concerns.

9 MR. COOPER: Right.

10 MR. YOUNGKIN: I think if we're getting the  
11 regular meeting notes and seeing the process all along,  
12 that that will help a lot.

13 MR. COOPER: Mm-hmm.

14 MR. YOUNGKIN: You know, the way it is now,  
15 sometimes we don't kind of hear what's being done until  
16 it's too late.

17 If we're early in the process and we can  
18 read these meeting notes, even if we can't attend the  
19 meetings or -- or interact in a more substantive way, at  
20 least we're following the process all the way along.

21 MR. COOPER: Right.

22 MR. YOUNGKIN: Okay. Great. Any more  
23 comments on these meeting notes? Maybe we can talk about  
24 these more at the committee meeting if everybody has a  
25 chance to read through them. There's quite a bit of

1 information in here.

2 Let's move on to discussion topic number  
3 B -- B, building 207/231 corrective action plan. I think  
4 Craig's going to present some information on that.

5 MR. COOPER: I -- well, speaking of  
6 integrated team meeting, we're having a -- an integrated  
7 team meeting for the building 207/231 corrective action  
8 plan site, and it's for the design phase.

9 So just to kind of refresh everyone's memory  
10 about that particular site is -- it's a petroleum site  
11 that is down between, you know, building 231 at the former  
12 gas station site that's near the archeological lab.

13 I should have brought a site map, but I  
14 think we've briefed you guys about it before. It goes  
15 underneath Doyle Drive and basically between the archeo  
16 lab and the marsh, right in that area there.

17 It's in a very kind of -- it's a culturally  
18 sensitive zone and it's a sensitive zone with respect to  
19 natural resources and natural resource planning in that  
20 it's in the Tennessee Hollow, you know, riparian corridor  
21 that was identified in the PTMP planning document and  
22 GPMA, and it's also an area that is being looked at for  
23 potential marsh expansion, as well.

24 So I think that it's a site that's always  
25 been of keen interest to the RAB just because of those

1 natural resource restoration value to the site.

2 So -- and administratively just to refresh  
3 your memory, we've done a full characterization of the  
4 site, we've issued a draft corrective action plan and we  
5 got comments from Devender on that draft plan.

6 We are now in the process of putting  
7 together a final corrective action plan for the -- for the  
8 site, so we can kind of put a closure to kind of the  
9 administrative part of the planning phase of the -- of the  
10 site.

11 We all have concurrence on the remedy. I  
12 think I got pretty good idea of Devender's okay. We've  
13 been meeting with RAB members about it.

14 It's pretty much a clean closure remedy for  
15 95 percent of the petroleum contamination, and so that  
16 what this particular meeting -- our first integrated team  
17 meeting, if you want to call it, give it a new label, I  
18 guess -- is on July 13th at two o'clock, and we are going  
19 to -- the Trust project manager -- his name is Brian  
20 Seilbach, and he's basically going to be running the  
21 meeting and it's going -- we've developed an agenda for  
22 this meeting, and I think Jan and Mark are coming?

23 MS. BLUM: Mm-hmm.

24 MR. COOPER: Right on. And so maybe this  
25 will give you -- for Jan and Mark, going to give you an

1 idea of what's going to happen is Brian is going to give a  
2 quick overview of the site, you know, with some maps and  
3 just talk about what our project vision is for this.

4 I think that's important, where we -- where  
5 are we taking this project, what are some of the important  
6 goals, what -- what do we want the finished product to  
7 look like, basically is what we mean by project vision and  
8 what are some of the expectations of how the Trust is  
9 going to implement this project.

10 So -- and in fact, that's the second agenda  
11 item. We're going to talk about our project team and do a  
12 project organization chart, and this will explain our  
13 integrative team approach and how is Brian basically going  
14 to keep everything going.

15 He's going to have a lot of input from  
16 cultural resources, from natural resources, from RAB, from  
17 his consultant, from the regulators. How is he going to  
18 keep all the balls going, keep things going so we don't  
19 get bogged down, and that's basically following these  
20 integrative teams.

21 Unfortunately, I need to type up the best  
22 practices for remedial design, integrated team. Those  
23 haven't been typed up yet, and so maybe Brian, since this  
24 is the first time since we've come up with these  
25 integrated team approach, this is the first. That birth



1 that we're trying to push through under this strategy.

2 I think that we'll be putting the best  
3 practices, and as we do the 207/231 project, we'll learn  
4 more about how to do it, but I think doing the project  
5 organizational chart is something that's been lacking in  
6 past Trust scoping meetings on one phase and kind of  
7 explaining, you know, this is what I'm going to do and  
8 this is what I'm hoping to do. Are you okay with that?  
9 And getting buy-in on how often we're going to get back  
10 together and so on.

11 So -- and then what did project work  
12 product's going to be? We're going to talk about that.  
13 We won't have any -- so we'll have a handout of the  
14 project organization chart, but then on project work  
15 product, we're just starting the project.

16 We don't have any work products yet, but  
17 we'll talk about what -- what will be interim work  
18 products in advance. What will people want to look at in  
19 advance to make sure that we have proper check-in, to get  
20 to the end product design document so it gets -- you know,  
21 we get in the right track.

22 We'll talk about meetings and how often the  
23 core team will meet, how often are we going to interact  
24 with various resource individuals, and so that basically  
25 kind of the -- a big agenda item for the 13th, and then

1 we'll hand out a project schedule or draft project  
2 schedule.

3 That will definitely be a handout, and -- to  
4 kind of -- that will be a way to summarize, you know, how  
5 we kind of envision things to move along because we  
6 have -- we want to get this project started. We want to  
7 break ground next summer.

8 So we will need everybody's input and active  
9 participation to be able to make that goal.

10 And that's about it, so it's just -- you  
11 know, it's just scoping at the remedial design, and --

12 MS. BLUM: I think this is probably one of  
13 the complicated areas of the Presidio because it also  
14 includes Doyle Drive, which is the 8,000 pound gorilla.

15 MR. COOPER: Yes.

16 MS. BLUM: So my question is: Will  
17 somebody who is up to speed on all the Doyle Drive --

18 MR. COOPER: Absolutely.

19 MS. BLUM: Okay. Great.

20 MR. COOPER: Doyle Drive.

21 MS. BLUM: They'll dig the hole.

22 MR. COOPER: I don't know if you can see  
23 this, but this is going to be our organizational chart  
24 just to give you an idea of how complicated this is. This  
25 is going to be our core team.

1 We'll have Trust people, regulators, a RAB  
2 person and so on, but then each of these boxes are folks  
3 that -- you know, and programs that we're going to be  
4 interacting with, and one is transportation, so we have  
5 transportation, cultural resources, natural resources,  
6 utilities. Trust utilities is a big -- when you have a  
7 big excavation project, bumping into utilities, especially  
8 in that part of the Presidio, it's urbanized and  
9 developed.

10 There's a ton of utilities there, and,  
11 you -- you know, and transportation, which is the other  
12 team that is going to be there, and then we'll have Golden  
13 Gate Natural -- NPC. The Conservancy, and this other box  
14 which used to be kind of the core team, but we're not  
15 doing it that way.

16 This is the -- the consultants basically  
17 are -- even though there might be one consultant on the  
18 core team, the consultant actually has a whole army of  
19 folks that help it out on the design, and they are a  
20 resource to the core team.

21 They're not the core team itself. That's  
22 kind of a change in philosophy.

23 MR. ULLENSVANG: But they will attend the  
24 core team meetings so there's no loss through  
25 communication. They get -- people doing the work get to

1 hear firsthand the concerns and interact.

2 MS. BLUM: That's good.

3 MR. COOPER: Right.

4 MS. BLUM: How big -- how many people are  
5 involved in that? Are you requesting to get the Masonic  
6 Auditorium?

7 MR. COOPER: On the meeting on the 13th?  
8 Yeah. I have never done a head count, so I will expect  
9 fifteen people.

10 MR. ULLENSVANG: It's more than fifteen  
11 people.

12 MS. BLUM: Oh, my. It looks like a hundred  
13 from over here.

14 MR. COOPER: Not everybody is going to be  
15 showing up for these things, but for the resource people,  
16 we list everybody who's going to be somehow involved.

17 MR. ULLENSVANG: The core team and extended  
18 team.

19 MR. COOPER: Correct. So we hope to have  
20 all the core team members there and at least a  
21 representative from these -- you know, from the resource  
22 team to come to this. At least at the scoping meeting.

23 MS. BLUM: How long do you anticipate that  
24 meeting will last?

25 MR. COOPER: At least two hours?

1                   MR. ULLENSVANG:   Yeah.  I don't think we  
2   have too much more than that.  If you look at the agenda,  
3   it's got times on there.  Okay.

4                   MR. COOPER:    Okay.  So, again, you know, I  
5   know I talked about this a little bit, but I've been  
6   talking to my project managers about really having them  
7   take a leadership role.

8                   You know, I think a lot of times they look  
9   to me, "should I come?"  I do plan on going, but I kind of  
10  talk more at meetings and kickoff meetings and do the  
11  agendas and stuff like that, even if it's my project  
12  manager's project, and I'm going to try to pull back from  
13  that, you know, and that means they have to, you know,  
14  step in, and that means talk to my regulators to make sure  
15  they're okay with that because, you know, I think formal  
16  correspondence will still be under my signature.  I think  
17  that's what you guys have asked before, but the -- there  
18  might be more interaction where Brian might be calling up  
19  Bob or whatever instead of going through me all the time.

20                   That will be talked about at the scoping  
21  meeting, things like that, so -- we'll see how it goes.

22                   MR. YOUNGKIN:   It's an interesting test  
23  case for this integrated approach.

24                   MR. COOPER:    Yeah.

25                   MR. YOUNGKIN:   It's a key area.  It has

1 different aspects of the Presidio.

2 MR. COOPER: And just so no one's shocked  
3 -- I mean, Jan and Mark can report back, but as you know,  
4 we're going to clean close this area and we hope to do  
5 some pilot revegetation in large portions of our clean  
6 closed area that will be impacted once the new Doyle Drive  
7 gets built, so I just want to -- you'll learn all the  
8 details about that. Maybe a little bit at the scoping  
9 meeting, but you'll learn more and more about that.

10 So don't be surprised when you hear that  
11 we're going to set up this -- that's why we're calling it  
12 a revegetation pilot study, because Doyle Drive is going  
13 to come in and do it.

14 That's why it's really important for us to  
15 break ground in 2007 so we can actually get a good two,  
16 three, four years of vegetation growth before Doyle Drive  
17 gets built and some of the vegetation will stay and some  
18 of it will get flattened, yeah.

19 MS. PASSERO: If there's no native species,  
20 right.

21 MR. COOPER: What's that?

22 MS. PASSERO: If no critters show up in  
23 that area.

24 MR. COOPER: Right. That's all part of the  
25 management in that area, yeah. We've definitely -- we've

1 already talked about making sure, you know -- the whole  
2 wetlands issues, that we don't shoot ourselves in the foot  
3 on that and so on.

4 We had the core engineers involved in that.  
5 So we don't create something that blocks the doors.

6 MR. YOUNGKIN: Are there archeological  
7 studies underway for that area?

8 MR. COOPER: Yes. In the remediation  
9 program, there's a larger archeological study being done  
10 for the Doyle Drive project in general and for marsh  
11 expansion, Tennessee Hollow, but the Trust itself, the  
12 Trust Remediation Department, we -- we did our own  
13 archeological study for our particular dig zones, where we  
14 know there's petroleum in the ground and we had to dig,  
15 and we had a whole slew of trenches and we had  
16 archeologists go and take a look and look inside the  
17 trenches and look at the spoils where some of it got dug  
18 out and that report is coming out shortly -- it should be  
19 out hopefully by the end of this month, and fortunately no  
20 big cultural finds, and you can read your report.

21 Nothing in there that says: "Oh, don't dig  
22 here, or if you're going to dig here, you're going to have  
23 to go through all this big process under the National  
24 Historic Preservation Act."

25 So it's a good news type report as far as a

1 barrier to our remediation. We didn't see any cultural  
2 resources barriers. That doesn't mean there still might  
3 be some work out there and our trenches missed them. But,  
4 you know, you can't trench the whole site, because you've  
5 remediate it that way. It's just the idea of taking a  
6 couple tests.

7 MR. YOUNGKIN: It seems like we're ahead of  
8 the game on this one for archeology.

9 MR. COOPER: Yeah, yeah.

10 MR. YOUNGKIN: Good. And the other  
11 question I had was the lead.

12 MR. COOPER: Mm-hmm.

13 MR. YOUNGKIN: Was there any thoughts about  
14 whether lead disposal in the soil is going to be an issue  
15 in this site?

16 MR. COOPER: You mean from Doyle Drive?

17 MR. YOUNGKIN: No. From your excavations  
18 at 207/231.

19 MR. COOPER: You mean is there lead in the  
20 soil?

21 MR. YOUNGKIN: Yeah. Is there any lead  
22 disposal cost issues that have come up?

23 MR. COOPER: Oh, I see what you're saying.

24 MR. BOGGS: Not like -- not like it's land  
25 where we had high -- I don't think lead is a real driver.



1 There were some kids, but it's not a driver.

2 MR. COOPER: Right. You know, I think one  
3 place where we should be careful when we're doing digging  
4 near Doyle Drive.

5 MR. ULLENSVANG: You've already had some  
6 experience where some of the trench ways had to go off-  
7 site and you didn't have a problem there.

8 MR. COOPER: That's true. Even the ones  
9 that were near Doyle Drive?

10 MR. ULLENSVANG: They were grouped together  
11 in testing.

12 MR. COOPER: Oh.

13 MR. ULLENSVANG: They would be similar to  
14 what would be happening here in excavation.

15 MR. COOPER: Yeah.

16 MR. YOUNGKIN: So there's no filters like  
17 outside the marsh where we found zinc and the other stuff?  
18 It's more of sand and that sort of thing?

19 MR. ULLENSVANG: And that was one of the  
20 objectives of looking in the trenching was to get an  
21 understanding of what the material was and that helps to  
22 understand the history of the placement material.

23 MR. COOPER: Right.

24 MR. ULLENSVANG: So your core is going to  
25 get the best appreciation of that, but better than we can

1 do in meetings. We can give a detailed report.

2 MR. YOUNGKIN: Great. Any more questions,  
3 comments on the corrective action plan for building  
4 207/231

5 I'll see you there, Jan.

6 Okay. Move on to item number 5. This is an  
7 opportunity for regulatory agency participants to make  
8 comments if they so desire.

9 Bob, anything you'd like to --

10 MR. BOGGS: I think I already mentioned the  
11 meeting coming up next week. I think the 207/231  
12 petroleum project, so Devender's going to be the -- his  
13 agency's going to be taking the lead on that.

14 MR. YOUNGKIN: Okay.

15 MR. BOGGS: And although there's going to  
16 be a couple site issues, his agency will probably still  
17 handle the metal issues or PCBs or anything that they run  
18 into that's non-petroleum, but since it's primarily a  
19 petroleum site, we've more or less agreed his agency will  
20 take the lead on that.

21 MR. YOUNGKIN: Okay.

22 MR. NARALA: Generally if I see something  
23 which is non-petroleum, I talk to Bob. If not, I make a  
24 decision on my own. I call him up, this is the issue.  
25 These are what the levels are. I get his input before I

1 start doing anything. We've been working good together on  
2 most of the projects.

3 I'm looking forward to this one, and we had  
4 a meeting on the earlier draft one. So we're looking  
5 forward to this one.

6 MR. YOUNGKIN: Okay. Thank you.

7 MR. NARALA: Yes.

8 MR. YOUNGKIN: Moving on the new business  
9 and public comment. Is there anyone here from the public  
10 who would like to make a comment tonight or anybody have  
11 any new business to bring up? That could include agenda  
12 items for the next meeting or the quarterly progress  
13 report.

14 MR. COOPER: Yeah. The August RAB meeting  
15 will be a traditional Power Point presentation program-  
16 wide. Hopefully we certainly should have broken down on  
17 the commissary P/X cap site by then.

18 We had the procurement process that cost us  
19 about a week or two. We should have been breaking ground  
20 right now, but I've worked it now to the costs of the  
21 commissary P/X project with my managers, and so we should  
22 be reporting on that.

23 Everything else is in the works on all the  
24 other projects.

25 MR. YOUNGKIN: What would you call that?

1 MR. COOPER: I call it my program-wide  
2 status; because not only do I talk about each of the  
3 projects, I also give an update on financial status,  
4 because we'll be issuing a quarterly financial status  
5 report this month, because we just finished -- our quarter  
6 just ended on June 30th, and my expectation for Alan is to  
7 kick out his quarterly financial status with thirty days  
8 before the end of the quarter.

9 He has until July 30th, and August 11th will  
10 be our first opportunity to talk about that, as well.

11 MR. ULLENSVANG: August 8th.

12 MR. COOPER: August 8th.

13 MR. YOUNGKIN: Is that a separate topic or  
14 do you include that in your program-wide status report?  
15 Program-wide cost report?

16 MR. COOPER: You can show it as a separate  
17 agenda item. It will be a Power Point slide --

18 MR. YOUNGKIN: Quarterly cost summary,  
19 quarterly costs.

20 MR. COOPER: Yeah. And I will have -- I'll  
21 have a hard copy of the quarterly financial status report  
22 and I'll probably bring out a couple select tables.

23 I think you guys -- I brought up table 1  
24 last time, which is the variance table where we went  
25 greater than plus or minus five percent as far as an

1 increase or decrease in our cost projection for a  
2 particular project, and I think that's what we did last  
3 time, and there was like six projects that were on the --  
4 highlighted on the variance table, but you guys can -- if  
5 you give me a little more, you know, in terms of advanced  
6 notice.

7 MR. YOUNGKIN: That's a good approach.

8 MR. COOPER: If you found that interesting,  
9 I can go over the variance table.

10 MR. YOUNGKIN: Top five variances.

11 MR. COOPER: Right.

12 MR. YOUNGKIN: Sounds good, Jan?

13 MS. MONAGHAN: Yeah.

14 MR. YOUNGKIN: So that's a lot to cover in  
15 one meeting. Just to kind of refresh your memory, we  
16 decided to do this sort of project-wide and cost summary  
17 report by Craig.

18 We used to kind of do it every meeting, but  
19 we didn't do it for a while, and now we're thinking  
20 quarterly would be a good way to update everybody on the  
21 status of all the reports and everything.

22 MR. COOPER: Right.

23 MR. YOUNGKIN: Next meeting, pretty much  
24 the whole meeting would be those two topics.

25 Any other topics anybody thinks pertinent

1 right now?

2 MS. BLUM: On the next community meeting, I  
3 have that down as the 25th of July.

4 MR. YOUNGKIN: Community meeting.

5 MS. BLUM: And I'm wondering if you would  
6 actively draft agenda items from the RAB for that meeting.  
7 I think we talked about having guests from the Trust.

8 MR. COOPER: Exactly. Thank you for  
9 reminding me. Jeff Dies was going to come.

10 MS. BLUM: Yeah. I think we should have  
11 full participation from the RAB and talk about our changed  
12 rules in the future which will take some thought.

13 So maybe that's premature to have that  
14 conversation at that meeting.

15 MR. YOUNGKIN: We should start it --

16 MS. BLUM: We should have a big attendance  
17 at that meeting if we're going to talk about changes, and  
18 we should probably talk about specific ideas that -- that  
19 might be available for change.

20 MR. YOUNGKIN: I think we should begin  
21 talking about our participation in these other things.

22 MS. BLUM: If we do have Jeff Dies as a  
23 guest, then we should certainly give him an hour.

24 MR. COOPER: We'll do that first. That wa  
25 we wouldn't --

1 MS. BLUM: You don't want to run out of  
2 time, because I think it's too important to run over.

3 MR. YOUNGKIN: So we've going to have Jeff  
4 Dies at this meeting.

5 MS. BLUM: I don't know. We talked about  
6 it.

7 MR. COOPER: It's on his calendar.

8 MR. YOUNGKIN: He was going to talk about  
9 --

10 MR. COOPER: Answer questions that you may  
11 have. Talk about -- I know what it is. His reaction to  
12 the summit meeting, you know, instead of hearing it from  
13 me. What was, you know -- how he felt about the summit  
14 meeting, his reaction to the Trust action items for the  
15 summit meeting.

16 You know, I think Doug -- you might want to  
17 check in with Doug on that.

18 MR. YOUNGKIN: I think thirty minutes.

19 MS. BLUM: When will he be back? He won't  
20 get back until that night.

21 MR. COOPER: Oh, really.

22 MS. BLUM: Unless he took his laptop with  
23 him on the kayak, he won't be getting back.

24 MR. YOUNGKIN: Jeff can just start the  
25 meeting off and stay as long as we have questions for him,

1 twenty minutes, thirty minutes, an hour. Maybe about  
2 thirty minutes or so.

3 MR. COOPER: Do you guys foresee any  
4 questions outside of that, beyond the summit meeting  
5 concept? Any other questions that you -- that you think  
6 you might want to ask so I can give him a heads-up on?

7 MS. BLUM: Sam, can you think of anything  
8 else?

9 MR. BERMAN: Unfortunately, I'm going to be  
10 out of town. I'd like to be there because I'd like to  
11 pick on Jeff Dies.

12 MR. COOPER: We can move it to August.

13 MS. MONAGHAN: No. Don't move it.

14 MS. BLUM: Don't move it? Okay.

15 MR. YOUNGKIN: July and August are  
16 typically low attendance in the summer.

17 MS. BLUM: Yeah.

18 MR. COOPER: Yeah. Okay.

19 MS. PASSERO: Do you have a sense of how  
20 many RAB members will be at this meeting?

21 MR. YOUNGKIN: It's in the summer.

22 MS. BLUM: That's another issue that we  
23 should probably discuss is have people say if they can  
24 make it and determine whether it's worth everyone's time  
25 if we only have, you know, three members and six agency



1 people. It just seems like a lot to ask for the agency to  
2 come to those kinds of special meetings.

3 MR. ULLENSVANG: We can poll members and  
4 make sure they're not on vacation.

5 MR. BERMAN: I think it's a bad show,  
6 actually, to have Jeff show up at a meeting with only a  
7 few --

8 MR. YOUNGKIN: I think maybe we should  
9 postpone.

10 MR. BERMAN: I think that has to be  
11 advertised and prepared for, because I feel especially  
12 sensitive about that because we're asking the RAB to get  
13 more involved in -- in certain things and then you have --  
14 and he shows up at a meeting and there's three people  
15 there, you know. It's sort of casts an aspersion.

16 MR. YOUNGKIN: He can move to this meeting.  
17 He can come to this meeting instead.

18 MS. BLUM: I think it would be better if he  
19 came to the community meeting so it will be a little less  
20 formal.

21 MR. YOUNGKIN: Then let's postpone him  
22 then, because we're not certain in two weeks if it's going  
23 to work out. It would be better in September or something  
24 when summer's over and people are back from vacations  
25 and --

1 MS. PASSERO: Maybe it could be something  
2 in advance of the next meeting, I guess the September/  
3 October meeting. That can be -- so it ties in with the  
4 theme of the summit meeting.

5 MR. YOUNGKIN: In October after the next  
6 summit meeting. Why don't we postpone Jeff.

7 MS. MONAGHAN: Let's survey people and see  
8 if people are going to come to the committee meeting  
9 before we cancel them. I hate to make him think that he's  
10 not wanted.

11 MR. ULLENSVANG: It won't be better the  
12 next time. Maybe we have other people on vacation.

13 MR. YOUNGKIN: I haven't really developed a  
14 list of questions for him, either.

15 MR. BERMAN: I think the committee meeting  
16 in a sense, if you're going to have someone there, it  
17 would be nice to have an action agenda item at the next  
18 committee meeting.

19 What would we like to -- if Craig is saying  
20 he's going to get up there and answer questions, some  
21 preparation as to what the questions might be. It would  
22 probably be useful.

23 MR. YOUNGKIN: Okay. We'll do a RAB member  
24 poll by e-mail.

25 MS. MONAGHAN: Yeah.

1 MR. YOUNGKIN: See who can show and give  
2 him what kind of questions we have for him and we'll make  
3 a decision --

4 MS. MONAGHAN: Okay.

5 MR. YOUNGKIN: -- whether or not to ask him  
6 within the next week.

7 MR. COOPER: That's fine.

8 MR. YOUNGKIN: If you don't hear from us,  
9 don't invite him.

10 MR. COOPER: He's on his calendar.

11 MR. BERMAN: Right. The idea -- we're a  
12 voluntary organization and summer things get in, anyway,  
13 so presumably he wouldn't be too aggravated about the  
14 switch if, in fact --

15 MR. COOPER: Right, no.

16 MR. BERMAN: -- if certain number of people  
17 couldn't be there, and Doug's getting back the night  
18 before and we'd like to be better prepared to -- to make  
19 his presence really valued.

20 MR. COOPER: Right. I do know that Jeff  
21 Dies is going to be on vacation the week before the 17th  
22 through the 21st, he's on vacation, so he'll be coming  
23 right off of vacation himself, whatever that's --

24 MR. BERMAN: You mean in -- in September?

25 MR. COOPER: No. In July. Excuse me. In

1 July.

2 MR. BERMAN: Yeah.

3 MR. YOUNGKIN: Okay. So the July 25th  
4 committee meeting, we have tentatively Jeff Dies and maybe  
5 we should go over his meeting notes a little more, review  
6 the summit meeting notes and then RAB internal issues and  
7 membership selection, some issues on attending meetings,  
8 that whole bunch of issues.

9 MS. BLUM: RAB members.

10 MR. YOUNGKIN: Team management approach.

11 Okay. I think that pretty much finishes us  
12 up.

13 Any further comments by anybody? Last  
14 minute -- anything? Questions? Anything else? Without  
15 further objection, meeting adjourned.

16 (The meeting adjourned at 8:51 PM).

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1 STATE OF CALIFORNIA )  
2 COUNTY OF SAN FRANCISCO )

3  
4 I, the undersigned, hereby certify that the  
5 discussion in the foregoing hearing was taken at the time  
6 and place therein stated; that the foregoing is a full,  
7 true and complete record of said matter.

8 I further certify that I am not of counsel or  
9 attorney for either or any of the parties in the foregoing  
10 hearing and caption named, or in any way interested in the  
11 outcome of the cause named in said action.

12  
13 IN WITNESS WHEREOF, I have  
14 hereunto set my hand this

15 17 day of July,  
16 2006.

17   
18 Mark I. Brickman CSR No. 5527  
19  
20  
21  
22  
23  
24  
25

PRESIDIO RESTORATION ADVISORY BOARD MEETING

REPORTER'S TRANSCRIPT OF PROCEEDINGS  
TUESDAY, SEPTEMBER 12, 2006  
OFFICER'S CLUB, BUILDING 50  
PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR  
License No. 5527

## ATTENDEES

RAB Members:  
Doug Kern, Facilitator  
Craig Cooper  
Mark Youngkin  
Brian Ullensvang  
Sara Segal  
Gloria Gee  
Sam Berman  
Jan Monaghan  
Julian Hultgren  
John Budroe  
Jan Blum  
Karen Cleek  
Julie Cheever  
Bob Boggs

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BE IT REMEMBERED that, pursuant to Notice of the Meeting, and on September 12, 2006, at the Officer's Club, Building 50, Presidio of San Francisco, California, before me, MARK I. BRICKMAN, CSR No. 5527, State of California, there commenced a RAB meeting under the provisions of the Presidio Trust.

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## AGENDA

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1 FACILITATOR KERN: Good evening, everyone  
2 and welcome to our meeting tonight of the Presidio  
3 Restoration Advisory Board for September 2006.

4 I'd like to thank everyone for coming out  
5 tonight, and welcome everyone, the Presidio Trust,  
6 National Park Service, our regulatory community, whom we  
7 expect to see, Presidio RAB community members and some  
8 prospective RAB members tonight in the audience, welcome  
9 to you and thank you very much for coming out tonight.

10 Before we begin, then, because we have some  
11 folks in the audience that I'd like us to get to know and  
12 have them get to know us a little bit, I think we'll go  
13 around the room and introduce ourselves and just say a  
14 couple words about yourself.

15 My name is Doug Kern. I've been on the  
16 Restoration Advisory Board since 1994. That's a number of  
17 meetings under our belts, and I'm a community member, a  
18 scientist and an educator.

19 Go that way.

20 MR. COOPER: My name is Craig Cooper and I  
21 work for the Presidio Trust. I am in charge of the  
22 Presidio remediation program, so -- and you -- the Trust  
23 is the lead agency for implementing the cleanup of the  
24 Army contamination here in the Presidio, so it's -- me and  
25 my staff are the ones that are taking the lead in -- in

1 organizing the cleanups and presenting them to the  
2 Restoration Advisory Board.

3 MR. BUDROE: My name's John Budroe. I'm a  
4 RAB member, live over in the East Bay, which is -- I may  
5 actually be the only person on the board who's from the  
6 East Bay, so --

7 MR. COOPER: I am.

8 MS. BLUM: Craig is, Craig Cooper.

9 MR. COOPER: I am.

10 MR. BUDROE: But he's not technically on  
11 the board.

12 MS. BLUM: I'm a RAB member.

13 FACILITATOR KERN: Yes, you are.

14 MR. BUDROE: When I'm not on the RAB, I'm a  
15 toxicologist who works for Cal-EPA.

16 MS. SEGAL: Hi. I'm Sara Segal and I've  
17 been on the RAB for three years, maybe four. Retired US  
18 Environmental Protection Agency employee.

19 MS. CLEEK: And I'm Karen Cleek. I think  
20 I've been on the RAP three years this fall. In the other  
21 world, I work with non-profits and small emerging  
22 businesses doing accounting system setup and general  
23 hopefully operations improvement.

24 MS. GEE: And my name is Gloria Gee and I  
25 think I will defer to the -- either of the Jans about

1 exactly how many years I've been on, but I think it's  
2 about --

3 MR. BERMAN: Five.

4 MS. GEE: -- three, four.

5 MS. MONAGHAN: He knows.

6 MR. BERMAN: I believe four.

7 MS. GEE: Okay, four, and I'm retired, but  
8 my background is in international economic policy and I --  
9 that was my first main career, and then the second one was  
10 I was -- I also retired from my second career in academic  
11 planning and budgeting at UC-Berkeley.

12 MR. BERMAN: I'm Sam Berman. I've been a  
13 community member since 1997, and I'm -- I'm a physicist  
14 working in the field of applied vision, and I've enjoyed  
15 my time here on the -- the RAB.

16 It's been a very interesting organization,  
17 especially to see the transition from the Army to the  
18 Trust and the tremendous improvements that have occurred  
19 here with their transition, and hopefully it will get  
20 better.

21 MS. MONAGHAN: My name is Jan Monaghan and  
22 I've been on the RAB since the beginning, as well, with  
23 Doug, and in my real life, I'm a facility manager, and  
24 right now I do corporate relocations.

25 MS. BLUM: I'm Jan two, Jan Blum. This is

1 Jan one and I'm Jan two. I've been a community member of  
2 the RAB since I think 2003.

3 Sam, how does that sound?

4 MR. BERMAN: That sounds -- sounds like  
5 2002.

6 MS. BLUM: 2002? Okay. Since 2002, and  
7 I'm retired. My prior career was in sales and marketing  
8 with Levi Strauss & Company and I traveled all over the  
9 country and enjoyed myself immensely, and in my retirement  
10 now, I have become a very dedicated long-term volunteer in  
11 habitat restoration of the Presidio.

12 So the work that the RAB does clears the way  
13 so that we can be able to rehabilitate some land, and --  
14 so it's a very unifying process.

15 I've enjoyed it very much, much more than I  
16 expected to, quite frankly, without a scientific  
17 background and takes everything into account.

18 MS. CHEEVER: I'm Julie Cheever, a  
19 community member since 1995. I think of myself as a  
20 generalist who cares about the Presidio, and in my work,  
21 I'm a news reporter and I've also worked as an editor, and  
22 those two things have actually turned out to come in handy  
23 a few times over the years.

24 MR. YOUNGKIN: My name is Mark Youngkin.  
25 I'm a geologist by education. I've been on the board

1 since 1995, too, and I -- I serve as community co-chair,  
2 and welcome everyone who's come to see us in operation  
3 tonight.

4 MR. ULLENSVANG: My name is Brian  
5 Ullensvang. I'm with the National Park Service and I  
6 manage the environmental programs office for the Golden  
7 Gate National Recreation area and I've been working on  
8 Presidio issues since 1995.

9 FACILITATOR KERN: Very good, and we  
10 thought those of you that are here tonight to perhaps  
11 become part of the group, if you might introduce  
12 yourselves and say a few words about yourself.

13 MR. HEMMITER: My name is Tim Hemmiter.  
14 I'm very interested in what's going on in the Presidio and  
15 I like what I see.

16 I also have two careers I've retired from.  
17 One was with the government and ship repair business. I  
18 retired about twenty years ago.

19 Then came growing grapes and making wine in  
20 Sonoma Valley and -- for about ten years, and moved back  
21 to the City about eight years ago.

22 I've seen some of these issues from both  
23 jobs. Obviously ship repair has a lot of toxic waste and  
24 cleanup, and in the vineyard/winery business, you --  
25 pesticides, herbicides, storage use and we had to go

1 through a leaky tank -- underground tank removal.

2 It was an okay experience. That's all I can  
3 say for that. I have some interest in that.

4 FACILITATOR KERN: Very good. Thank you.

5 MS. MEISTEL: I'm Diana Meistel. I live  
6 pretty close here and I've been using the Presidio for a  
7 long time ago, going on thirty years and I've had a couple  
8 of jobs that I wish I'd retired from, but I didn't.

9 One was -- I was a travel agent and had a  
10 small travel business which I sort of run sort of  
11 sporadically, and then recently started company with --  
12 and my background is in software and sales of that.

13 MS. FINNEGAN: I'm Sandy Finnegan. The  
14 Presidio is on the other side of the hill of my backyard  
15 and I work for Caltrans as an environmental planner and in  
16 biological permits, and so I get involved in restoration,  
17 mitigation and training, and currently I'm working on  
18 permits to open up the public access on the site that  
19 should have been -- had its haz-mat cleanup about twenty  
20 years ago, and things just slipped behind file cabinets  
21 sometimes, so we're finding all sorts of things.

22 And so I'm very interested. I think Jan,  
23 when she called me -- I think I handed in my application  
24 about two years ago, so it was nice to get the call. I  
25 thought it was only a year ago, so --

1 FACILITATOR KERN: Very good. Thank you.

2 MS. NEWTON: My name is Barbara Newton. I  
3 beat you. I sent my application four years ago, and I was  
4 really impressed that it was still on file.

5 I moved to California -- I'm a New Yorker.  
6 I grew up in the wetlands of Long Island and moved here in  
7 1976. My -- my husband and I own a house in the Richmond  
8 District, so we're neighbors.

9 I worked in the stock market from 1978 until  
10 2002. I now sort of do, but I work for myself, but I've  
11 worked for a company that was bought out by Goldman Sachs.

12 I had a lot of experience in dealing with  
13 committees and the board. I dealt very often with people  
14 that were in professions that I wasn't in, so I thought  
15 that -- that was a challenge for me to work with  
16 contractors and different types of people, and I also was  
17 lucky in that my mother and my brother work for a state  
18 senator in New York, the state senator's name is Frank  
19 Catavan.

20 He's still in office, and he was very  
21 instrumental in redoing the -- the wetlands in the area  
22 that I'm from, which is Queens.

23 You don't think of Queens as usually a  
24 wetland area, but actually when I was growing up, it was a  
25 complete dump. It's now beautiful. Birds are coming in

1     nesting. When I go back and visit, I can't believe it.

2                     So I know there's hope and I'm very  
3     impressed with -- with what's been done here, and we have  
4     so much more potential here because there's so --  
5     there's -- there's been -- I'm sure there's been a lot of  
6     damage done here, but nothing like New York City. They  
7     had a two -- another 200 years on -- on California.

8                     But anyway, I'm very impressed with what's  
9     been done and I -- I would love to be part of it and see  
10    it continue.

11                    FACILITATOR KERN: Well, thanks very much  
12    to all of you for coming out tonight, and just as a little  
13    disclaimer at the beginning, sometimes the subject matter  
14    that we get into may seem a little technical or it may  
15    even seem a little dry.

16                    I think some people might put it that way,  
17    but it will grow on you, so I say hang in there and -- and  
18    ask questions, and feel free if you have a question or --  
19    or anything tonight to -- to contribute right away,  
20    please.

21                    Now just a brief moment before we begin. A  
22    little full disclosure on my part about tonight's agenda.  
23    I've been really busy the past couple weeks and I haven't  
24    done as much as I would have liked behind the scenes, so I  
25    would like as much as we could tonight to have it be more



1 of a working session.

2 So if we bring up a topic, with Craig's  
3 permission and all of your input, we'll just try to do it  
4 more -- some of these topics more as a working session,  
5 because some of the things I haven't been able to do the  
6 work ahead of the meeting.

7 So everybody have an agenda? And are we --  
8 any other additions to tonight's agenda.

9 All right. Very good. Any old business or  
10 announcements?

11 Jan.

12 MS. BLUM: The Presidio Trust is having a  
13 public meeting to discuss the large topic of recreation.  
14 They will be discussing primarily their -- the discussion  
15 will -- this will be on September the 21st, Tuesday night  
16 at seven o'clock and it will be held at the Golden Gate  
17 Club, which is next to the National Cemetery.

18 MR. COOPER: It's the 21st.

19 MS. BLUM: 21st for sure.

20 MR. COOPER: Which is a Thursday night.

21 MS. BLUM: Thursday night, and seven  
22 o'clock.

23 MR. COOPER: Seven o'clock.

24 MS. BLUM: It's a little bit location.

25 Actually, everything's different.

1 MR. COOPER: Golden Gate Club.

2 MS. BLUM: Golden Gate Club and not here.

3 So this will be the first public  
4 conversation that the Presidio Trust has ever held on  
5 recreation, and there will be a lot of conversation about  
6 the restoration of Tennessee Hollow from its current  
7 condition, whether or not we -- we need ballfields on the  
8 Presidio. If so, where will they go?

9 What are the other forms of recreation that  
10 are appropriate for a national park and -- and kind of  
11 what are our options.

12 So everyone is urged to come, because this  
13 will be, I think, a watershed moment, so to speak, in  
14 terms of the public input on recreation.

15 So that will be the 21st, Golden Gate Club,  
16 21st, seven o'clock.

17 Thank you.

18 FACILITATOR KERN: Thanks, Jan.

19 MS. SEGAL: Can I just ask Jan? The  
20 biggest issue is Pop Warner.

21 MS. BLUM: Ballfields themselves are an  
22 issue --

23 MS. SEGAL: Okay.

24 MS. BLUM: -- and where -- if they are  
25 appropriate, where would be an appropriate location.

1 We don't really have a restoration master plan, so that's  
2 also part of the conversation.

3 MS. SEGAL: Whatever happened to those --  
4 we had a discussion at the committee meeting -- with the  
5 plan, the configuration of parking, soccer, ballfields?

6 So will that be presented by the Trust at  
7 this meeting or --

8 MS. BLUM: I think basically it will be  
9 around recreations forms and that conversation would  
10 really come later in the planning process and scoping.

11 MS. SEGAL: Okay.

12 FACILITATOR KERN: And I guess before we  
13 begin, we had a meeting on building 207/231 today. We  
14 might add that to the agenda as item 4F.

15 And for those of you new, everything -- all  
16 the sites that we're going to be talking about usually  
17 have for whatever reason some building number attached to  
18 them, so just -- we'll probably be saying all kinds of  
19 acronyms. I'll be trying to pay attention to those and  
20 explain what they are as we go.

21 Yes.

22 MR. YOUNGKIN: Can I do the committee  
23 report?

24 FACILITATOR KERN: Yes, please.

25 MR. YOUNGKIN: We had the planning

1 committee report on Thursday, August 22nd, and we had two  
2 major topics that we discussed at that meeting. The first  
3 one was the LUCMRR or the land use control master  
4 reference report.

5 MS. SEGAL: There's an acronym.

6 FACILITATOR KERN: Quite an acronym.

7 MR. YOUNGKIN: So this is an important --  
8 it has a funny name, but it's an important document. It's  
9 the way that the Presidio Trust tracks their land use  
10 controls, where there's contamination left in -- in the  
11 ground at the Presidio and how to manage it in the future.

12 Most of the meeting was taken up in  
13 discussion of that document. It's out in draft form right  
14 now for review by DTSC, I believe.

15 And then the second part of the committee  
16 meeting, we had a question and answer session where we  
17 asked questions of Craig Cooper about his progress reports  
18 from the last RAB meeting on the financial and status of  
19 all the projects that go on at the Presidio, and we've  
20 been -- every quarter, we've been having a quarterly  
21 progress report meeting where we review all the projects  
22 and their active status.

23 And at the end of the meeting, we came up  
24 with agenda items for this meeting. So our next committee  
25 meeting, planning committee meeting will be the fourth

1 Tuesday of the month.

2 Thank you.

3 FACILITATOR KERN: Thank you, Mark.

4 Beginning now with our discussion topics.

5 Right away an acronym, RAP 3 schedule update. A RAP is a  
6 Remedial Action Plan.

7 There have been a few of these. There are  
8 major decision documents that -- planning documents that  
9 control the various remedies around the Presidio for  
10 various sites.

11 This -- by way of a little bit of  
12 background, RAP 3 has some twenty plus sites in it, 25,  
13 maybe even thirty.

14 MR. COOPER: Thirty.

15 FACILITATOR KERN: Thirty sites, and we've  
16 been working on this particular document for a long time.

17 There was a schedule. It was scheduled to  
18 be signed and completed in the summer of 2007. That's  
19 moving to the fall of 2007, and Craig will give us a  
20 little update as to where RAP 3 is now.

21 MR. COOPER: Just as a very brief primer for  
22 the visitors, especially -- just as Doug said, a Remedial  
23 Action Plan is what we call a regulatory decision  
24 document.

25 It -- and it -- it is a document that

1 analyzes -- well, summarizes an analysis of potential ways  
2 to clean up certain remediation sites at various  
3 contaminated areas and select the -- the best remedy for  
4 those particular sites.

5 Sometimes we'll dig up the contamination.  
6 Sometimes we'll leave it in place or whatever, but the  
7 Trust in general, we have a preference toward digging up  
8 and hauling away contaminated soil, and where there is  
9 sufficient risk posed by the contaminants.

10 So this -- and these remedial action sites  
11 are part of our -- what we call our CERCLA program, which  
12 are hazardous substances releases, so it's landfills,  
13 chemical spills, things like that, because the Army that  
14 spilled on to the ground and now the chemical -- there are  
15 still residual chemicals in the soil.

16 Okay. So that's -- why we call it a  
17 regulatory decision document is that the Trust just can't  
18 go out and start doing these cleanups and making decisions  
19 on our own.

20 We are under a legal -- under legal  
21 agreements with two state regulatory agencies, both kind  
22 of under the umbrella of California EPA, and there's one  
23 that regulates these kind of hazardous substance sites and  
24 then there's another agency that regulates the petroleum  
25 sites.

1                   So this particular document, Remedial Action  
2 Plan number three, which implies that we've already  
3 completed Remedial Action Plan number one and Remedial  
4 Action Plan number two, and we've done those cleanups  
5 actually already, but Remedial Action Plan number three  
6 has been, as the RAB knows, problematic for us.

7                   The Presidio Trust actually prepared the  
8 very first draft of that document at the very end of 2004,  
9 just to give you an idea.

10                  It was a preliminary draft document, and the  
11 state regulator had a lot of concerns with that particular  
12 draft, and there's been a lot of back and forth with  
13 meetings and discussions and -- and -- between the Trust  
14 and the -- the RAB and the state regulator on how to make  
15 that document correct, and I think we're now in the  
16 process of getting the document back in good shape again  
17 and we are very concerned about -- why the schedule for  
18 these regulatory decision documents are so important is  
19 that we need to get formal state regulatory agency  
20 approval of these before we can move on to the cleanup  
21 phase.

22                  So our program's pretty much stuck is a  
23 planning phase until we can get sign-off on these  
24 documents, and once we get sign-off, then we can move on  
25 to the next step and actually start with the designs and

1 the physical cleanup work.

2 So taking a look at this schedule, the first  
3 line item was a -- it's called a supplemental F/S, which  
4 stands for feasibility study to DTSC, and DTSC is the  
5 Department of Toxic Substances Control. That's the state  
6 regulator.

7 So DTSC asked that we re -- a feasibility  
8 study, asked that we re-analyze potential remedies for  
9 about eight to ten sites in Remedial Action Plan number  
10 three, and again there's thirty sites total being  
11 adjudicated by this particular document.

12 So the Trust is on the verge of sending that  
13 out. We're just at the very tail end of that.

14 Is that right, Brian? Have we got  
15 concurrence on that?

16 MR. ULLENSVANG: I don't know.

17 MR. COOPER: As you can see from the  
18 schedule, September 4th, I don't think it's gone out yet,  
19 but it's -- it's very close to going out.

20 And the next line item I'd like to skip over  
21 because that's a remedial design thing and the RAB knows  
22 about that. We start actually working on the designs of  
23 our cleanups in advance of getting final sign-off on the  
24 Remedial Action Plan.

25 So the -- in between September and the next



1 line item, which is February 2007, there's -- the Trust is  
2 sending this Remedial Action Plan to DTSC in three or four  
3 pieces, and the last piece will go to DTSC in late  
4 February/March time frame, and then once DTSC basically  
5 gets the entire Remedial Action Plan number three -- and  
6 we're sending it in pieces to kind of take it bit by bit  
7 to make sure that Bob, who is the state regulator guy, is  
8 comfortable with each kind of set of chapters, site  
9 chapters that we send him, and hopefully by the time it's  
10 late February/March time frame, we now have a Remedial  
11 Action Plan that Bob is comfortable with, but that's the  
12 only person at D -- DTSC that has to sign off on this  
13 particular document.

14 Bob then has to send -- so if Bob and his  
15 boss are okay with it, he sends it to this group in  
16 Sacramento, and that's what's called the DTSC Clearing  
17 House Pre-Review.

18 So there's this group in Sacramento that  
19 looks at remedial action plans statewide, and just to make  
20 sure that they are comfortable with the environmental  
21 compliance aspects of the remedies, and remember we've  
22 talked about CEQA before, California Environmental Quality  
23 Act, and so we show March, April, at least two months of  
24 Bob working with that group in Sacramento going through  
25 what's called a pre-review of sixty days to make sure that

1 the CEQA documentation or the environmental clearance  
2 documentation associated with RAP number three is  
3 adequate, and then in May of 2007, we issue our formal  
4 proposed plan and commence the official public comment  
5 period, which is the thirty-day public comment period.

6 So a fact sheet gets sent out to all  
7 residents of -- in the Presidio, and we have, you know,  
8 another mailing list of 2 to 300 people. All RAB members  
9 obviously would be invited, and we get -- so it's our  
10 first time -- when we have these public meetings, we  
11 actually invite -- it's not just RAB members that are  
12 invited to come.

13 It's -- all members of the public are  
14 invited to come and comment on our -- on what we're  
15 proposing as a remedy for these thirty sites in this  
16 particular document, RAP number three.

17 So maybe I should stop there and -- because  
18 these are the critical steps that we've been stumbling on,  
19 so before we go any further, maybe, you know, if you guys  
20 have any questions about those steps, of getting the  
21 feasibility study out the door, getting the pieces of the  
22 Remedial Action Plan to Bob by February and then Bob  
23 working with his environmental clearance people.

24 It's a -- we were hoping that Bob would be  
25 here tonight to talk about that piece because it's -- it's

1 not something I work on at all.

2 FACILITATOR KERN: There have been some of  
3 these documents released, the interim sections --

4 MR. COOPER: Yes.

5 FACILITATOR KERN: -- of the documents.

6 So how good in your mind does the schedule  
7 look? How firm is it or where can we go wrong? Where can  
8 it slip at this point?

9 MR. COOPER: Well, there are a couple, you  
10 know vulnerabilities I think in this. I think the first  
11 chunk of RAP number three that we sent to Bob, I feel very  
12 comfortable with. They were sites that he didn't have a  
13 lot of advance concern about, so we -- he had some  
14 comments and tweaking and things like that, and I think we  
15 got those chapters ready to roll and I think there were  
16 eight to ten in that particular group.

17 The next couple sets are more complicated in  
18 that they were -- they were sites where he actually asked  
19 us to go out and take more soil samples at.

20 At Nike, we went out and took a whole bunch  
21 of more samples. Building 1451, which was right next to  
22 Nike; building 1069, which was a lead site over near Fort  
23 Scott, those data reports are just coming in.

24 If that data is not real clean, it kind of  
25 fits the model that we were kind of hoping that it

1 wouldn't end up posing more questions than resolve  
2 questions, then those three sites I think are going to be  
3 in jeopardy to be -- to stay in -- in RAP 3.

4 Bob has also recently asked for more soil  
5 sampling of Baker Beach disturbed areas 1, 1A, 2 and 2A.  
6 That just happened a couple weeks ago, and we are rapidly  
7 trying to put together yet another field sample plan for  
8 those four sites, run out there and take some more soil  
9 samples and try to get the data back in on that. So  
10 that's another big vulnerability.

11 So what we'll need to do is interact with  
12 you guys and say when -- when the Nike data comes in, when  
13 the Baker Beach data -- landfill data comes in and, you  
14 know, work with Bob to say, "Can we pull this together?"  
15 or are there certain sites that are just pulling down --  
16 because when you have thirty sites and one document --  
17 this was our big concern from the beginning.

18 One or two, if they're not quite right,  
19 they're going to slow down the other 28 sites.

20 So we're going to -- we might have to make a  
21 decision. Hopefully not. My preference, I want to keep  
22 all thirty sites in. That's been my -- my vision from the  
23 beginning on this particular document.

24 But, you know, we need to stay in  
25 communication about this. If -- if there is a hitch with

1 respect to, you know, DTSC feeling comfortable with the  
2 delineation and there's sufficient data to -- to make a  
3 regulatory decision on -- on these sites.

4 FACILITATOR KERN: Sam, please.

5 MR. BERMAN: It seems that several sites  
6 have already been dropped from the original RAP 3.

7 MR. COOPER: A few. Lobos Creek --

8 MR. BERMAN: Right.

9 MR. COOPER: -- got dropped. That's it so  
10 far. Lobos Creek got bumped out.

11 MR. BERMAN: But it seems to me that  
12 there's the potential -- there's a serious potential for  
13 not making this schedule because of the -- some of that --  
14 some of those other sites that are still being sampled and  
15 some decisions are being made.

16 Isn't it -- at this point here, since it's  
17 already somewhat delayed in schedule, isn't it worthwhile  
18 just considering making a -- dividing it up into RAP 3A  
19 and RAP 3B or something like that so you can move ahead  
20 and get those into DTSC for the -- for the -- for the --  
21 the clearing house review so you can -- because some of  
22 those are really not controversial at all.

23 MR. COOPER: Right.

24 MR. BERMAN: And they could have gone  
25 forward last year.

1 MR. COOPER: Probably.

2 MR. BERMAN: And so there's a -- you know,  
3 and -- and a certain ideology, it made sense to keep all  
4 the thirty or 32.

5 MR. COOPER: Thirty.

6 MR. BERMAN: But at a given moment, with  
7 already slowing down the schedule, it seems to me that you  
8 would just look better and feel better showing some  
9 progress by just shedding those immediately into -- into  
10 making some kind of formal -- formal separation so that  
11 you can move the stuff that's not controversial, get it  
12 through the clearing house and -- and -- and that might  
13 even be -- you might even be able to accelerate that just  
14 a little bit because they're already -- essentially nearly  
15 half of them are -- are agreed on by Bob, anyway.

16 MR. COOPER: Mm-hmm.

17 MR. BERMAN: Those could move right on to  
18 clearing house and -- and -- and so my -- my question is,  
19 you know, is that -- is there some reason that that's not  
20 a -- a practical way of going here, or are you considering  
21 that, anyway?

22 MR. COOPER: It's -- it's on the table,  
23 basically. That's what I was kind of implying.

24 You know, we wrote RAP number 3 in a way  
25 that there's a few introductory chapters that kind of talk

1 about the RAP as a whole, and then the sites are broken up  
2 into individuals chapters. So we can -- with some -- it  
3 won't be super easy, but, you know, with relative ease,  
4 quote unquote, we can take a chapter out -- in other  
5 words, take a site out.

6 We would have to go through and check for  
7 consistency and introductory chapters and so on. So there  
8 is a way for us to do that.

9 Let -- you know, all I can say at this point  
10 is I would need your input to do it because now I've got  
11 it in my head I want all thirty sites in there, and  
12 there's going to be -- you know, if we take, you know,  
13 five sites out, for example, that are, you know, causing  
14 the others to slow down, where would we put those sites?

15 Would we move them to RAP number 4 or would  
16 we create a whole new -- you know, like a whole new RAP,  
17 RAP 3A to 3B?

18 Because there's a transition cost, as you  
19 know, to these RAPs, and we were trying to keep the total  
20 number of RAPs down to a bare minimum, and just for the  
21 visitors, we're going to have a total of -- just for our  
22 CERCLA program alone, seven or eight RAPs to get through  
23 our program.

24 Maybe that's -- seven I think was the latest  
25 count, and they -- they are costing us 300 to \$500,000.

1 This particular one is very expensive because it has so  
2 many sides to that.

3 AUDIENCE PARTICIPANT: Are they getting  
4 harder as you go along? Has RAP 3 been harder than 1 and  
5 2?

6 MR. COOPER: Mm-hmm.

7 AUDIENCE PARTICIPANT: Do you think that's  
8 because you've added more to it or is it just --

9 MR. COOPER: It's -- it's the number of  
10 sites have definitely added to the complexity. There were  
11 a bunch of sites that, you know -- again, DTSC, the state  
12 regulator just wasn't comfortable that we hadn't  
13 characterized --

14 AUDIENCE PARTICIPANT: Is it the same state  
15 guy? Was Bob there at 1 and 2?

16 MR. COOPER: Mm-hmm, yes.

17 So there is -- we know that we can get these  
18 documents through the door, and actually we were -- you  
19 know, with RAPs 1 and 2, we -- we were really in a rhythm.  
20 We have -- basically we did one a year, which is really  
21 phenomenal, you know, work, and now it's been three years  
22 on this one, which is really getting frustrating for us.  
23 Really hurting our program, for reasons that I told you  
24 about.

25 So, you know, RAPs 4 and 5 are not going to



1 be -- there are some difficult sites in those particular  
2 RAPs, as well, so moving them in -- moving the ones that  
3 are lagging, making RAP 3 slow down, moving them to RAP4,  
4 I don't -- you know, that may not be the solution.

5 So it's definitely -- I want to engage with  
6 everybody to make that decision about whether we're going  
7 to pull sites out, but right now I'm being a little  
8 hardheaded and I want to try to keep them in.

9 MR. ULLENSVANG: I think one of the things  
10 to point out the goal isn't the RAP. It's the  
11 construction in the field --

12 MR. COOPER: Yeah.

13 MR. ULLENSVANG: -- and not the way that  
14 the RAP is set up.

15 So that by pulling out half the sites, for  
16 example, doesn't -- they would have to go back in and redo  
17 the design they had started, which is to do all the area B  
18 sites in one package and Baker Beach sites in another  
19 package.

20 So the design work that they've done already  
21 is not commensurate with pulling out -- some sites out of  
22 the RAP and may not change significantly the work in the  
23 field.

24 It may change that we have some sites in the  
25 RAP stage completed, but we may not get to the field much

1 faster. That part of the analysis would have to be done.

2 MR. BUDROE: Okay. Well, that partly  
3 asks -- answers the question that I was going to ask  
4 because that was going to -- one of the things that I had  
5 noticed was essentially you're going to have a tradeoff.

6 It might cost more to break some sites out  
7 and put them in their own RAP. I don't know whether the  
8 transaction cost is proportional to the number of sites in  
9 the RAP or if there's an underlying basic overhead that's  
10 the same regardless --

11 MR. COOPER: Yeah.

12 MR. BUDROE: -- of how many sites there  
13 are, but if -- if like Brian's saying then you can't -- if  
14 you break it out, it might not --

15 MR. ULLENSVANG: There may be additional  
16 transaction costs that may be incurred --

17 MR. COOPER: Right.

18 MR. ULLENSVANG: -- for the design.

19 MR. BUDROE: That's something you have to  
20 keep in mind, is the longer it takes you to get the site  
21 stated, the more it's going to cost you just because of  
22 inflation of the costs on there, but if you can't start it  
23 any sooner, anyway, then that's --

24 MR. ULLENSVANG: It's going to be factored  
25 in and evaluated, in these particular cases, whichever

1 sites are a candidate to break apart, does that change the  
2 schedule in the field?

3 MR. COOPER: Mm-hmm.

4 MR. ULLENSVANG: And, you know, with --  
5 some sites are not amenable to work in the wintertime, for  
6 example.

7 And so if you move the RAP -- move the RAP  
8 such that you can start the site in November, that may not  
9 be available as an option in the field. You may have to  
10 wait until spring. It's part of the evaluation which has  
11 many factors.

12 MR. BUDROE: Well, if there's any way to do  
13 it kind of like a rough cost-out to see which way would be  
14 better -- whether it would be better to break the RAP  
15 up --

16 MR. COOPER: Mm-hmm.

17 MR. BUDROE: -- or to go ahead and keep it  
18 as a whole, move it through, kind of group them and figure  
19 out which way to cause -- what's the cheapest way to do  
20 it.

21 MR. COOPER: By the next RAB meeting, we  
22 should have some preliminary data to discuss with you guys  
23 about the Nike and, you know, that particular field  
24 sampling event.

25 Is -- we won't have the data for Baker Beach

1 3 by the next month, but we should have the Nike data. We  
2 definitely should be able to have a discussion on whether  
3 the, you know, Nike site are going to make it in or not,  
4 and so that will be -- when -- we can kind of see how Bob  
5 reacts to that, as well, and that would be the Baker Beach  
6 site.

7 MR. ULLENSVANG: And we've agreed that Bob  
8 will talk about the data that needs to be gathered.  
9 They're not fundamental to the nature of the remedy.

10 MR. COOPER: Right.

11 MR. ULLENSVANG: You can find that --  
12 unless something extremely unusual is found, it's not  
13 expected that those data would do any more to find  
14 basically the same remedy.

15 MR. BERMAN: Was that the case for 1369,  
16 also?

17 MR. COOPER: Correct.

18 MR. BERMAN: So --

19 MR. COOPER: It was just a -- it was a  
20 small site where he didn't feel like we had some edge  
21 control and he wanted us to take some more samples to get  
22 a better estimate of the volume.

23 FACILITATOR KERN: So I ran into Lew  
24 Stringer just in the last few days and he mentioned that  
25 there were some issues with the Baker Beach sites

1 expanding --

2 MR. COOPER: Yeah.

3 FACILITATOR KERN: -- in terms of the  
4 volume.

5 MR. COOPER: Let's talk about this a little  
6 bit.

7 What -- what has happened, if you've been  
8 over by that area of the Presidio, the Baker Beach  
9 landfill, just for visitors, if you -- you know, where  
10 Merchant Road -- have you heard of Merchant Road?

11 So you're coming from Marin County into the  
12 Presidio and you immediately -- after crossing the Golden  
13 Gate Bridge make an immediate right and then there's a  
14 little road that goes right along some batteries right  
15 next on Golden Gate Bridge.

16 There's actually Army land -- the Army  
17 dumped landfill material there next to the -- you know,  
18 not next to the battery, but kind of near the batteries  
19 and down the cliff side in ravines -- in several of those  
20 ravines right along there, and that's what we call the  
21 Baker Beach landfills.

22 They actually have a more stupid name, but  
23 we call them the Baker Beach landfills 1, 1A, 2, 2A, and  
24 so there's been some concern by the regulatory agencies  
25 with respect to did we delineate those landfills, catch

1 the edges just right so we know the volume, because then  
2 in the feasibility study, you need to know the volume so  
3 you can run various -- get the right estimates for -- if  
4 we're going to dig the sites out. And so we've been  
5 working with DTSC on that.

6 Well, concurrent with -- with the -- all the  
7 Trust work and the remediation program, the -- there --  
8 there's several other things going on in that area if you  
9 just happen to go by it.

10 There's a new road construction going on  
11 that was actually brought up by the remediation program.  
12 We're realigning Merchant Road. So you'll see -- Merchant  
13 Road is going to hook into Lincoln Boulevard a lot sooner,  
14 and there's a reason for -- there's a whole bunch of  
15 reasons for that, but it will have -- it will provide some  
16 room for us to do -- when we dig out these landfills, to  
17 have a staging area for our -- our cleanup, but -- so  
18 that's one thing that's going on in that area.

19 And then the other thing that caused -- gave  
20 us some new information was that there is some trail  
21 improvements going on in this area, as well, and as part  
22 of the trail improvement, there was a lot of vegetation  
23 removed from those -- from the bluffs kind of going in and  
24 near where the la -- the Baker Beach landfills were  
25 located, and when all this veg -- if you've been in this

1 area, it was thickly, thickly vegetated, and the regulator  
2 was concerned that we didn't quite -- because of all the  
3 thick vegetation and some uncertainty in our data, we  
4 didn't catch, you know, the edges of these fill areas.

5 Well then the trail improvement project came  
6 along just in the last month or so, removed a whole bunch  
7 of vegetation, and lo and behold, indeed there were some  
8 areas that we did not quite map properly, especially in  
9 the Baker beach 1A landfill area, you know.

10 I'm going to call them all landfills for  
11 that matter, and so in my opinion, we would have caught  
12 this, anyway when we had done our cleanup. We would of  
13 instituted our own vegetation removal and we would have  
14 been able to have seen the ground surface a lot more  
15 clearly, gone, "uh-huh, look at this, there's a couple  
16 more spots here that we need to dig out," and we would  
17 have just gone ahead and dug it out.

18 But -- well, now we know in advance that  
19 indeed that the Baker Beach 1A site is a lot bigger than  
20 we originally thought. So there you have it.

21 It's added a little bit of complication with  
22 the -- I don't want to make this too long a story, but  
23 it's added a little bit of complication to the trail  
24 improvement project, which is basically being spearheaded  
25 by the Golden Gate Parks, National Parks Conservancy and

1 part of their Trail Forever program, et cetera, et cetera.  
2 It's the coastal trail.

3           Actually, there are several trails in that  
4 area, but as indeed the -- the trails are now crossing  
5 some of the landfill areas, which -- so I -- we've had to  
6 do a change order ourselves because the people working on  
7 the trail improvements did not have the proper hazardous  
8 substance certifications to be removing, you know,  
9 vegetation and be digging in, you know, landfill where  
10 there's contaminants in the soil.

11           So we had to pull those people off the area,  
12 and then we brought in folks from my program to kind of  
13 take care of at least this particular phase of the trails  
14 work, the 2006, you know, prepping phase using Army  
15 remediation funds.

16           So we kind of are going to -- kind of going  
17 to finish vegetation removal, but not too much; do the  
18 erosion controls, you know, across the landfill areas and  
19 do any type of, you know, security fencing so people, you  
20 know, can use the trail in the interim until next year or  
21 the year after we dig them out.

22           So that's the story on -- on that.

23           Baker Beach 1A, it doesn't look like the  
24 fill went down the cliffside like -- you know, Baker Beach  
25 1 is definitely down the cliff and 2A down the -- down the



1 cliff.

2 1A, it's pretty interesting. We're actually  
3 not allowed to go in that area. I think it's all gated  
4 off with fences and so on, but there's kind of a --  
5 there's a bluff there like a little bowl that will be  
6 able to get used. I think conventional excavation  
7 equipment to clean up 1A.

8 Even though it's more volume, more waste  
9 than we originally thought, I think it's going to be  
10 easily accessible to clean up.

11 MR. ULLENSVANG: It may not be more volume.  
12 The area of contamination may be greater. The volume --  
13 in that site, the source of the contamination is part of  
14 the roof structure of the adjacent battery that was  
15 removed, and instead of taking off the roof structure,  
16 instead of being removed from the area, it was put out in  
17 front of the bluffs and that has caused contamination.

18 And so the volume of that roof material  
19 hasn't changed. That's fairly estimable because we know  
20 the area of the proof and we know approximately how thick  
21 it was.

22 So we know the general volume -- order of  
23 magnitude of the volume of that site, but what has  
24 happened is the assumption before the vegetation, it was  
25 fairly localized. It was in a pile, and what we've

1 learned is that it was more spread out.

2 MS. SEGAL: What's the nature of the  
3 contamination from the roof?

4 MR. ULLENSVANG: It's a component from the  
5 tarring, the car matrix, polyaeromatic hydrocarbons, PAHs.  
6 And those -- we've seen it in a number of different sites.

7 MS. SEGAL: There's no asbestos?

8 MR. ULLENSVANG: No. The roofing material  
9 did not include asbestos. So that's fortunate.

10 FACILITATOR KERN: In order to move this --  
11 yes, Jan.

12 MS. BLUM: Just one comment. It seems  
13 surprising that the habitat and Trails Forever people were  
14 out there working so close to the remediation site, and it  
15 would seem to me that we would want to prevent that from  
16 happening in the future until --

17 MR. ULLENSVANG: We're very careful because  
18 we have -- a lot of habitat work is done at or near sites  
19 in the park, and so we had worked very carefully with the  
20 project managers for the -- for that part of work that --  
21 Trails Forever had delineated where we thought the sites  
22 were and they had been made aware for the potential --

23 MR. COOPER: Right.

24 MR. ULLENSVANG: And the process actually  
25 worked pretty much as planned, so we were clearing work,

1 identified something that was unnatural, stopped work in  
2 the area until it could be determined.

3 MS. BLUM: That's a good thing.

4 MR. ULLENSVANG: That's a good thing. The  
5 system worked essentially as it was supposed to.

6 MS. BLUM: Okay.

7 MR. ULLENSVANG: And anywhere in the park,  
8 the Park Service folks -- and that applies to conservancy  
9 folks that we're working with -- know that if they find  
10 something that doesn't look correct, it's miscolored or  
11 it's a foreign object, they're to stop the work, retreat  
12 from that area and call in somebody that can assess the  
13 situation.

14 That's essentially what happened here, and  
15 then Craig will bring in his workers to complete the area  
16 where there was potential contamination.

17 MS. BLUM: I think where I was going with  
18 that, I feel we'll probably run into similar circumstances  
19 when we get ready to work in the Tennessee Hollow  
20 watershed, as well, but we have those three big areas, and  
21 I know that there is going to be a high-level of  
22 anxiousness to get started on rehabilitating those areas  
23 once they get underway.

24 MR. COOPER: Mm-hmm.

25 MS. BLUM: But I'm glad to hear, as a

1 habitat restoration volunteer, that the system was  
2 working.

3 MR. COOPER: What I can do, even at the  
4 next committee meeting, which is in two weeks, this issue  
5 really speaks to having some nice big photos projected on  
6 a screen.

7 Since this is a restricted area right now  
8 and we can't drive down in there, I can take -- I can  
9 present some photos of this at the committee meeting, you  
10 know, in two weeks if you want so then you can really see  
11 that the -- the Baker Beach 1 area without vegetation on  
12 it, because it's an amazing kind of view, and that kind of  
13 picture tells a thousand words. We can point out features  
14 of where we thought the original material was and how it  
15 --

16 MR. ULLENSVANG: I think by that point, we  
17 will talk about the design of the program. So that will  
18 be an appropriate time to lay out what sampling is going  
19 to happen.

20 FACILITATOR KERN: Jan and then Karen.

21 MS. MONAGHAN: My question has to do with  
22 DTSC thinking that they can request more and more  
23 information for three years ongoing.

24 What about their timeliness commitment to  
25 the group in terms of timely review and moving things

1 along? Do they think that they can just continue to ask  
2 for more and more sampling?

3 FACILITATOR KERN: Well, I think this is a  
4 difficult question given that Bob's not here, but it is  
5 one that is right there, you know, in front of us.

6 MR. COOPER: Right.

7 FACILITATOR KERN: I would like to put that  
8 question in a pile of questions that I'm about to -- I  
9 want to wrap up this idea and move on.

10 Karen.

11 MS. CLEEK: You know, this sort of goes  
12 with Jan number two's question, I guess, because you have  
13 to take over something from the people that were doing the  
14 trails, which wasn't in your schedule or your budget.

15 What is that doing to the dollars we're  
16 looking at?

17 MR. COOPER: Well, this particular change  
18 order, you know, was about 25 to \$30,000. It wasn't  
19 anticipated relative to the total cost of our cost  
20 estimate for the Baker Beach landfills projects in  
21 general, which is eight to nine million, I think, total --

22 MS. CLEEK: Yeah, but --

23 MR. COOPER: -- when all is said and done.

24 MS. CLEEK: -- when you get to Tennessee  
25 Hollow, though, they're really anxious to start their

1 work.

2 While all this other process is going on,  
3 couldn't it be a more material amount?

4 I mean, it's good that the process works,  
5 but that affects our --

6 MR. ULLENSVANG: I think one thing that we  
7 haven't really talked about is there were options at the  
8 time that the restoration workers identified the potential  
9 contamination.

10 They had not done a lot of clearing in the  
11 area that was contaminated because they reacted promptly  
12 when we found the roofing material, and the Trust had the  
13 option to bring in crews in a very limited manner and  
14 address just that part that had been disturbed and leave  
15 the vegetation elsewhere, but chose to do that because it  
16 was a convenient and timely way to get the additional  
17 information that he was asking for.

18 MR. COOPER: Exactly. The two have kind of  
19 now worked together. We're trying to turn this into a  
20 good thing, because now with this additional vegetation  
21 removal, we hope to get DTSC and say: Okay. Now we can  
22 really do the mapping to the level of precision that you  
23 were, you know, wanting to.

24 MR. ULLENSVANG: And \$30,000 of field  
25 effort in that regard, even though it sounds like a lot of

1 money, is cheap compared to doing a lot of sampling, and  
2 so it became --

3 MR. COOPER: Right.

4 MR. ULLENSVANG: It became an efficiency  
5 for the Trust to do that, because no one was really  
6 sincerely asking the Trust to finish the entire project  
7 with the workers.

8 But it was one of those things where the  
9 Trust said, "Well, this is an opportunity."

10 MR. COOPER: Right.

11 MR. ULLENSVANG: And it -- it worked out so  
12 that it actually became a win-win.

13 MR. COOPER: So, in other words, DTSC had  
14 been asking for this additional landfill mapping, and we  
15 were going to have to use the soil sampling to do that,  
16 but now with the vegetation gone, we can use visual  
17 mapping instead.

18 MR. ULLENSVANG: And just do a few  
19 confirmation samples, which is -- the strategy that's been  
20 used out there we believe successfully.

21 But the vegetation was thick enough so that  
22 you couldn't do a good job of mapping in these areas.

23 MS. CLEEK: And that meets DTSC's  
24 requirement?

25 MR. ULLENSVANG: We think it will.

1 MR. COOPER: We hope so.

2 MR. ULLENSVANG: Yeah.

3 MR. COOPER: I'd like to get to Jan for  
4 just one moment with my own philosophical thing about DTSC  
5 asking for more data.

6 I'd like to reach a point with DTSC -- I  
7 hope we're there -- that they feel comfortable with the  
8 data that we have, the analysis that we have that when  
9 this document goes for full public review, the public will  
10 feel comfortable that we've done a thorough investigation,  
11 and when we visit projects with Baker Beach landfills and  
12 other projects within the field, and for implementation,  
13 we run into something we didn't anticipate because we  
14 didn't turn these sites into Swiss cheese, that we have  
15 confidence in each other that the Trust and the program,  
16 we're going to do the right thing, and that we've written  
17 a Remedial Action Plan that was -- provided enough  
18 regulatory flexibility for us to adjust to unanticipated  
19 situations at that point in time.

20 So it gets to a point of yes, you study  
21 things and -- to a point -- and then there's a point that  
22 we decide as a team that we're going to move forward and  
23 trust each other that -- that we're going to do the right  
24 thing when we get to the construction phase, as well, and  
25 that's what I'm hoping DTSC will feel comfortable that



1 we're there now.

2 Okay.

3 MR. BUDROE: Craig, given that most of the  
4 remedies that I would imagine are going to involve  
5 vegetation removal, would what happened here argue for  
6 doing that a lot earlier?

7 MR. COOPER: It's a -- it's a good point.  
8 You know, we're going to talk about lessons learned a  
9 little bit already.

10 He already told George that, you know, that  
11 increased vegetation removal where we can, you know,  
12 certainly helps with landfill delineation in these old  
13 Army landfills that are just so heavily vegetated.

14 They got abandoned thirty, forty years ago  
15 and incredible, you know, thick brush, you know, and trees  
16 have grown over the top of them, but the problem is that  
17 we just can't willy nilly be ripping off vegetation two or  
18 three advance of a cleanup because then you've created a  
19 barren site where you're got erosion control problems and  
20 you've now exposed -- you probably have -- you know,  
21 because right now a lot of these landfills are covered,  
22 and the vegetation is acting -- the cape ivy and all that  
23 stuff down there is acting like a little kind of quasi-  
24 vegetative cap that kind of keeps the contaminants covered  
25 to some degree.

1                   As soon as you rip all that off, now you've  
2 exposed the contaminated soil back to -- to a greater  
3 degree again.

4                   MR. ULLENSVANG:   John, one of the things  
5 here that hasn't come out is that the entire site  
6 delineation wasn't called into question. Most of the --  
7 most of the delineation appears at the first look at it --  
8 we will need additional field work to confirm this, but  
9 most of the delineation where there's particular aisles of  
10 waste was fairly accurate even with the vegetation in  
11 place, and this area where the roofing material was  
12 deposited where this has been -- the vegetation was  
13 blocking the -- the visibility.

14                  And so the nature of the contamination of  
15 the nature of the site probably had some bearing on  
16 whether it's prudent to remove vegetation early or not.

17                  MR. BUDROE:    So that might be a special  
18 case or --

19                  MR. ULLENSVANG:   It might be a special  
20 case. It might be -- maybe where you don't remove it is a  
21 special case and we may have to go site by site and see  
22 how well we know the edges.

23                  MR. COOPER:    Exactly.

24                  MR. ULLENSVANG:   Some of the sites, we know  
25 the edges pretty well. Now, there's been trenches dug at

1 the edges, sampling that clearly delineates edges, visible  
2 features that appear to be the edge.

3 In those cases, it may not even be necessary  
4 to do a lot of vegetation removal. Other sites where we  
5 can't delineate because there's extensive blackberry  
6 growth, for example, that's going to be a site by site  
7 process.

8 FACILITATOR KERN: Well, if we could bring  
9 this back. We're currently talking about some of the  
10 sites within RAP 3 and our topic here is the RAP 3  
11 schedule, and we've -- we've kind of opened up the idea of  
12 do we want to break out some sites or not, and so perhaps  
13 it might be worth the time to just say are we going to  
14 consider that or not? Are we going to consider that, and  
15 what do we need to know in --

16 MR. COOPER: Right.

17 FACILITATOR KERN: -- in order to make that  
18 decision?

19 And I think if we are going to make that  
20 decision, advise you to make that decision, it should be  
21 done sooner than later.

22 MR. COOPER: Mm-hmm.

23 FACILITATOR KERN: You know, the sooner  
24 that we would decide to make that decision, the sooner  
25 some sites would be available presumably to actually be

1 worked on.

2 So are there -- what do we need to know?

3 Some of the costs that John mentioned, the issues that Jan  
4 mentioned with -- are we going to get more DTSC requests?

5 We need to know those things.

6 Brian's -- can't we assume that all of the  
7 sites within RAP 3, the remedies that we've all discussed  
8 for years are going to be all the same? I mean, is that  
9 true?

10 Are we headed -- I mean, the reason I ask  
11 that is I'm worried that any time you break sites out of a  
12 RAP, people then decide well, we're going to -- we're  
13 going to change --

14 MR. COOPER: It provides --

15 FACILITATOR KERN: -- the remedies.

16 MR. COOPER: It provides an opportunity to  
17 rethink everything from scratch again.

18 FACILITATOR KERN: Yeah, right, and that's  
19 one thing that we've really guarded against in our  
20 processes is when you break it out, then people know it's  
21 all open again and we can open it up.

22 So that's another part of the -- I don't  
23 want to be caught with some -- with the Nike site, we're  
24 going to change the remedy because suddenly it's more  
25 contaminated or -- I mean, it's in the backdrop of our

1 investigation of all the costs and the budget shortfall,  
2 and my feeling is people will -- that's something to guard  
3 against, anyway, is it's an opportunity to back-pedal on  
4 remedies.

5 So -- I mean, that was one question that  
6 came to my mind in asking about this Baker Beach site.  
7 It's grown a little bit in extent, but apparently Brian,  
8 it's maybe just area, but not that big involved.

9 MR. ULLENSVANG: Without the sampling, we  
10 won't know, but if the source if roofing material, there  
11 was a limited quantity of roofing material on that roof  
12 and it doesn't -- there's nothing that said that we were  
13 wrong in that original estimate of the roofing material  
14 volume.

15 FACILITATOR KERN: So given all those  
16 things, would we be in a position to make a recommendation  
17 to Craig in one month about whether to -- by the next full  
18 RAB meeting -- given that we have a committee meeting in  
19 two weeks, can we get enough information together, meet  
20 with Bob if we need to, get his input and then make a  
21 decision whether it's to all of our advantages to break  
22 out any sites, or is there just enough momentum that it's  
23 worth, I mean, keeping it all together?

24 Is this worth the time to, you know,  
25 investigate this versus just keep working on the problem?

1 So -- Jan.

2 MS. BLUM: Perhaps one additional factor  
3 is -- would be, you know, what are the nature of the  
4 problems and how can we accelerate the process on those.  
5 You know, look at maybe ways that the agency and the Trust  
6 could really put those on hot priority if there's some  
7 shortcuts or whatever -- whatever. Looking at problems  
8 priority instead of cutting them off.

9 FACILITATOR KERN: Gloria.

10 MS. GEE: I was just wondering whether that  
11 would be a good -- what do they call that?

12 MR. BERMAN: Strategy.

13 MS. GEE: No. That -- that testing paper  
14 for the -- for the summit meeting, what do you call that?  
15 It's like a certain --

16 MR. BERMAN: Litmus.

17 MS. GEE: Litmus test, yeah, to put  
18 something like that at the summit meeting to see what you  
19 get, you know.

20 FACILITATOR KERN: Well, it's true that  
21 the -- it was -- a big part of our initial summit meeting  
22 was discussing the -- you know, the interaction between  
23 agency members leading up to this RAP 3 issue.

24 Presumably working together in some of those  
25 things have been resolved, but yes, it could definitely be

1 part of that -- that meeting, which is scheduled for  
2 October 24th, which is item 4D, which hopefully we'll get  
3 to.

4 And by the way, I have not brought my little  
5 timing device, so I may need to rely on some of you to  
6 call out when we're at various half hours, hours. I'm  
7 thinking, without checking in with anybody, it's probably  
8 around ten to 8:00 or so.

9 MR. ULLENSVANG: Ten after.

10 FACILITATOR KERN: All right.

11 MS. CLEEK: Wrong.

12 FACILITATOR KERN: So maybe at 8:30 check  
13 in, 8:45 and then we'll be winding it up.

14 So are there any thoughts before we move on  
15 to trying to actually put this on the agenda for the next  
16 month? Should we pursue this or not?

17 Sam.

18 MR. BERMAN: I'd like to follow up on what  
19 Gloria has just mentioned, because in a sense, you could  
20 actually get a -- you could bring that forward to the  
21 October Summit meeting and get a decision out of that if  
22 you want the press and -- in the sense of separating  
23 portions off and moving as fast as you can with -- with --  
24 with the approvals that are already there so that the  
25 certification people can -- can -- can get going.

1                   So in a sense, this is a somewhat delicate  
2 political issue because Craig has really wanted to keep  
3 these sites together because they do have a certain  
4 consistency as a bundle.

5                   On the other hand, from the point of view of  
6 showing progress, they -- it has been a long time, longer  
7 than when -- anticipated.

8                   MR. COOPER:     Yeah.

9                   MR. BERMAN:    So you could actually -- I'm  
10 following up on what Gloria suggested. It seems to me  
11 there was -- if there was a decision made at the summit  
12 meeting to show more progress than this, that there should  
13 be a separation in the -- in the RAP 3, and in a sense,  
14 yes, there's definitely some transaction costs, but it's  
15 also a political gain. It's not all costs.

16                   There is a sizable benefit to show progress,  
17 especially since it looks as if a certain package of those  
18 sites could move forward almost immediately.

19                   I mean, at -- at that summit meeting, if  
20 that was a decision at the summit meeting, then the next  
21 day you could start working on that package and move it  
22 out fairly quickly.

23                   MS. CLEEK:    I'd like -- unfortunately, I'm  
24 not going to be able to be here at the next committee  
25 meeting, but I'm kind of hoping that you can move in



1 Brian's point about the schedule, and even if the first  
2 ones could get together and push out, if you can't start  
3 them, anyway, and that makes you have to redo the design,  
4 it's like a giant equation here, there's different pieces  
5 of it, to determine whether or not there's really a value  
6 to splitting it out.

7 FACILITATOR KERN: Well, can -- can the two  
8 of you judge that right now? I mean, do you have a feel  
9 for whether you could --

10 MR. ULLENSVANG: I haven't seen any design  
11 documents for most of the sites in the RAP. I've only  
12 seen the Baker Beach site's progress, and so that I know  
13 that the Trust has made progress on those designs, but I  
14 haven't seen progress for what they're packaging.

15 MR. COOPER: We actually need to call there  
16 together. We've actually stopped working on our area B  
17 site designs because DTSC kept asking questions about the  
18 remedies and the delineation, and okay. Wait a minute.  
19 Let's stop the design work and we've just been focusing  
20 on -- on the RAP work.

21 So we have some year old, you know, area B  
22 site designs that we're going to dust off and get going  
23 again, but once I feel comfortable that these -- those  
24 sites are going to make it -- you know, like Nike and so  
25 on and -- it's going to make it through the RAP.

1                   So I can't put a dollar sign to it, but  
2     given some time, I could put, you know -- and talk to  
3     Brian at a committee meeting. We could put some ballpark  
4     figures on these transaction costs and -- and I could put  
5     some thought to -- I just made a list of all the different  
6     kind of factors, pros and cons of doing this that Sam was  
7     just talking about, as well, and let's just talk about it  
8     again in two weeks or a month from now.

9                   I don't think we should drop the idea.

10                  FACILITATOR KERN:   And what John was  
11     saying, it's really just weighing the transaction costs  
12     against getting some progress.

13                  MR. COOPER:    Yeah.

14                  FACILITATOR KERN:   And the progress, people  
15     are going to pound the table -- you know, everybody  
16     outside the room, including us -- what are we going to  
17     actually do --

18                  MR. COOPER:    Yeah.

19                  FACILITATOR KERN:   -- if we don't have a  
20     document?

21                  MR. COOPER:    We're, you know, probably  
22     already -- if not already, at the point of no return of  
23     not doing any CERCLA cleanups in 2007, which is a  
24     horrifying --

25                  MR. BERMAN:    Yeah.

1 MR. COOPER: -- prospect. Just put that  
2 out there.

3 MR. BERMAN: So there's a transaction cost,  
4 which is dollars, but there's a political cost when you  
5 don't have any sites really to show that progress is being  
6 made, and so I -- I think you should really look at this  
7 as -- as -- as a -- as -- I mean, we're really into the  
8 what did we learn sort of thing, because it's clear that  
9 one of the things that we learned is that DTSC is a very  
10 cautious institution or agency and they don't want to be  
11 caught with any -- anything.

12 They're being extreme -- extremely careful  
13 about this, and, you know, whatever the reasons for it --  
14 I mean, some of them may be good and some of them may be  
15 that it -- it takes -- I mean, the specific example  
16 tonight was the -- the trails and the roofing materials.

17 They would have been removed, anyway, and --  
18 and so it's almost as if no one gives Craig credit for,  
19 you know, behaving sensibly in -- in the cleanup process  
20 that oh, I've got to watch -- I've got to watch every time  
21 that he goes to the bathroom that the place is cleaned up  
22 afterwards.

23 You know, it really has a -- it's -- I think  
24 it's -- there's some justification, yes, but it's -- it's  
25 cautious, and so there are some things that Bob has signed

1 off on and, you know, you can -- yes, there'll be a  
2 financial penalty, but there will be a political gain, and  
3 I think, you know, the -- you and Brian and -- and Craig  
4 and others need to look at that, because that will be an  
5 extremely nice point to bring up at the summit meeting and  
6 get it cleared out and say, "Look, you know," and you can  
7 you could get the -- you could get the approval sort of at  
8 the summit meeting for making an action like that in order  
9 to accelerate things, because that's one of the whole  
10 goals of the summit process.

11 So it -- it -- there's -- there's a lot to  
12 be gained politically from this at an expense and at a  
13 technical -- it's sort of -- technically the RAP 3 sites  
14 had a -- a -- a morphological similarity, but maybe  
15 because of DT -- DTSC's concern about it, we just move  
16 it -- the stuff that's easy to do and show progress.

17 MR. COOPER: Yeah.

18 MR. BERMAN: And it comes down to a pretty  
19 simple point.

20 FACILITATOR KERN: All right. I think  
21 we've probably exhausted this particular thing for  
22 tonight. Thanks to everybody for their input.

23 Gloria, yes.

24 MS. GEE: Following the trail of -- of  
25 thought here, I mean, if -- maybe at our committee --

1 community meeting in two weeks, we could discuss whether  
2 we wanted to do a resolution to present this, you know --  
3 for -- for the summit to be -- to make a -- a decision on.

4 FACILITATOR KERN: All right. Well, I  
5 guess what I will commit to is being in discussion with  
6 these guys and Bob about trying to get enough information  
7 to us at the committee meeting to help with that.

8 All right. Thank you. That was -- I think  
9 that was important to surface that.

10 Let's proceed now through these other items.  
11 They're -- each one of these probably could take the same  
12 amount of time, but we aren't going to be able to do that,  
13 so the -- I don't want to give any of them short -- a  
14 short time, but let's try to -- to move these next  
15 discussions, the lessons learned from landfill removals.

16 MR. COOPER: I have a handout here, and I'm  
17 not expecting people to read it, you know, as we talk, but  
18 you can certainly take a look at this stuff, you know,  
19 over the next couple weeks and -- there you go.

20 FACILITATOR KERN: Part of what we're  
21 trying to do with this -- and correct me if I'm wrong --  
22 but it's look at things that we're gaining in efficiency  
23 so we don't repeat.

24 MR. COOPER: Correct. So basically this  
25 lessons learned thing was created by George Ford of my

1 staff, and when you do read it -- you know, I'm just going  
2 to provide a few examples that are on here, and then we  
3 can talk about it at the next one or so.

4 Is -- there's two columns there. The first  
5 column is observation/condition/situation. So that's  
6 the what, you know -- what do we encounter, what mistake  
7 occurred, what -- what challenge did we not properly  
8 anticipate, however you want to call it. That's what this  
9 first column is about.

10 The second column is the suggested solution  
11 to that so we don't repeat that mistake, blah-blah-blah,  
12 and so you'll -- when you do read it over, you'll see a  
13 little bit of George Ford humor in the first column.

14 This is -- as you can see, it's our first  
15 draft of issuing this, and it's a work in --

16 MS. BLUM: Point number two is Murphy's  
17 Law.

18 MR. COOPER: Well, that's to pick it up a  
19 little bit with -- in particular the -- getting the  
20 suggested solutions I think are still a work in progress,  
21 as well, to tighten them up so they're specific enough. I  
22 know, it's George, so just kind of, you know --

23 MS. SEGAL: This is great.

24 MR. COOPER: Yes. There's a little humor  
25 introduced, as well, but I really want -- I'm going to be

1 reviewing this again a second time myself, especially  
2 focusing so that the problem is clear and so the suggested  
3 solution is clear. So then my project -- the idea is  
4 that, you know, this gets distributed to all my project  
5 managers and my project manager's consultant, so we can  
6 all, you know, look at these and then go, "oh, wait a  
7 minute. When we're scoping out project X three years from  
8 now, wait a minute. That happened at project -- you know,  
9 at Baker Beach landfill and how did we solve that problem?  
10 Well, I don't remember. That guy quit" or -- you know, so  
11 this is going to be a living document that we hope to  
12 keep, you know, for the rest of our program, and there'll  
13 be ways to improve this, to counter -- to group the  
14 problems into certain categories, and so don't think that  
15 this is the final -- this is just the first -- the first  
16 iteration of this that's going to continue to change and  
17 morph and get better and so on.

18           So there you have it. I don't know. Some  
19 are very minor and mundane. Some are very big picture,  
20 you know, a bit more philosophical issues.

21           The first one, for example, "utility  
22 relocation at the beginning and restoration at the end of  
23 a project can complicate pre- and post-construction  
24 surveys."

25           So surveying is a very important aspect of a

1 remediation cleanup project, be it both clean closure,  
2 where we excavate out, and a -- a capping project, as  
3 well, gets surveyed, and there -- the concept of  
4 integrating the surveyors into the remedial design and  
5 into our pre-construction and into our post-construction  
6 had not, you know -- has been a little rocky at times, and  
7 different project managers and different consultants have  
8 been doing it slightly different.

9 And so actually on that particular one,  
10 there's an e-mail chatter group going on between me and my  
11 project managers on that particular issue where we're  
12 trying to land on one -- one way.

13 There's no particular one way right way of  
14 doing it, but I'm trying to see if we can find where the  
15 project managers and myself and George can agree that in  
16 general, this is our -- because right now if you look at  
17 the recommendation, it's not very clear.

18 You know, it just says: "The survey  
19 requirements should be clearly described in the plans and  
20 specs." Well, that doesn't provide a specific solution to  
21 that. It just gives the project managers a heads-up hey,  
22 be thinking through how you're integrating surveying into  
23 your design documents, but it doesn't give a specific  
24 recommendation on how to do that.

25 So I want to continue to build on this, you



1 know, to say it should be always done by the construction  
2 contractor and -- or should it always be done by the  
3 oversight person, et cetera. So that's just one example.

4 Obviously we should probably number these so  
5 we can -- when we have a conversation about it, we can  
6 flip back and forth.

7 Yes, Sam.

8 MR. BERMAN: Will there be any attempt to  
9 put some quantification on these in terms of time and  
10 money costs associated with them?

11 MR. COOPER: You mean if we made the same  
12 mistake twice, what that would cost us?

13 MR. BERMAN: Well, I mean --

14 MR. COOPER: That's a -- you know, because  
15 some are very mundane --

16 MR. BERMAN: Right.

17 MR. COOPER: -- you know. Some are saving  
18 two hundred bucks and some, it's going to be \$200,000.

19 MR. BERMAN: Right. So it would be  
20 interesting to -- I mean --

21 MR. COOPER: I guess we can put risk factor  
22 low, medium and high. I don't really want to -- the  
23 quantification is site specific. If you make a mistake X,  
24 it might -- at a particular site, it might not be that  
25 expensive, but if you make that same mistake at another

1 site, it could really cost you.

2 So I don't think we can really quantify it,  
3 but we can put it in some level. I can consider that,  
4 some level of relative importance, you know.

5 To me, these are all important.

6 MR. BERMAN: Right.

7 MR. COOPER: They wouldn't have made it on  
8 the table if they were not important.

9 MR. BERMAN: Right.

10 MR. COOPER: But I don't want the project  
11 managers to go, "Oh, it's just a code yellow problem so we  
12 can -- we can skip over it."

13 AUDIENCE PARTICIPANT: Only one dollar sign  
14 would apply.

15 MR. COOPER: One dollar sign like a  
16 restaurant sign.

17 MR. BERMAN: But -- but it would be  
18 valuable to put some -- something in there like that.

19 MR. COOPER: Yeah.

20 MR. BERMAN: I mean, some kind of economic  
21 gradation of some sort --

22 MR. COOPER: Mm-hmm.

23 MR. BERMAN: -- that -- I mean, it's  
24 site -- site specific, but in many cases, just looking --  
25 a cursory look at it looks like some of these are just,

1 you know, really big-time issues.

2 MS. SEGAL: 8:30, Mr. Doug.

3 FACILITATOR KERN: Thank you.

4 MR. COOPER: Again, this is a work in  
5 progress. I know that you guys have been asking for this.  
6 I've been asking for it. It's the first -- first draft of  
7 this.

8 It needs improvement, and I definitely want  
9 to start, you know, grouping the problems by category.  
10 We'll number them. I'll take a look at an economic  
11 gradation, you know, category and we're going to continue  
12 to revisit this.

13 FACILITATOR KERN: It sorts of reminds me a  
14 little bit -- to jump to this item 4F, 207/231. Today we  
15 were having discussion at that meeting and that's going to  
16 be another excavation of a site, and so the issues around  
17 the edges.

18 MR. COOPER: Mm-hmm.

19 FACILITATOR KERN: It seems that you and  
20 others were quite aware of -- of those issues, but some of  
21 the contractors involved --

22 MR. COOPER: Did you notice that?

23 FACILITATOR KERN: -- had no clue about --

24 MR. COOPER: I had to circle back on it a  
25 couple of times. I'm like MacTech folks, write this down.

1 This is a big issue for your design.

2 FACILITATOR KERN: It was a really big  
3 issue.

4 MR. COOPER: Yeah.

5 FACILITATOR KERN: And in addition, there  
6 were several things that kind of came up in that meeting  
7 like that, just the whole idea of we might find something  
8 that we didn't expect. "Oh, no, no. We've got it all --

9 MR. COOPER: Yeah.

10 FACILITATOR KERN: -- perfectly scoped  
11 out," and --

12 MR. COOPER: I'll tell you, I'm not that --

13 FACILITATOR KERN: We'll find something to  
14 do.

15 MR. COOPER: Absolute -- it's almost human  
16 nature for a consultant, just because of the working  
17 relationship, the consultant wants to say, "Don't worry,  
18 got that worried. Yes indeed," you know, and that's not  
19 the way we do -- that's not the way we interact on  
20 projects in the Presidio.

21 We're looking for problems. We want to put  
22 that out there, so Doug is kind of mentioning a problem  
23 that we encountered at a previous project about how to  
24 handle excavation up next to historic features, for  
25 example, or next to roads.

1                   You can't dig soil. You'll be undermining a  
2 historic wall, for example. So that means what about that  
3 contaminated soil that's next to that historic wall. How  
4 do we handle that?

5                   We -- we had a project that we didn't manage  
6 very well, and it kind of caught us a little bit like oh,  
7 my God, I guess we had to do a slope. Now what do we want  
8 to do?

9                   Now we want to integrate that lesson learned  
10 into our design. So everybody knows at the beginning  
11 there's going to be a setback from historic walls that we  
12 can't dig right up and to a historic wall, and let's --  
13 let's show that from the get-go in a design, and then  
14 we'll know -- what does that mean? How are we going to  
15 handle that? How does that mean from the restoration  
16 workers. How does that affect, you know -- there's a  
17 whole series of questions that brings up when you start  
18 showing it on the design.

19                   But MacTech was -- they're -- it's going to  
20 be shown.

21                   FACILITATOR KERN:    Okay.

22                   MR. COOPER:    Trust me on that, yeah.

23                   FACILITATOR KERN:    Well, let's -- let's  
24 move ahead on the agenda. We've got a great start and  
25 then people have a chance to read this and make

1 suggestions about how it might be taken up.

2 4C, commissary.

3 MR. COOPER: Yeah. You know, I usually  
4 have these handouts available. I don't know what I was  
5 thinking. Usually the handouts are at the sign-in table.  
6 Sorry about this.

7 I really -- this presentation really -- I  
8 should have brought my Power Point, my projector with me.  
9 If you can just take one and share. I'm going to look at  
10 this map. The site map.

11 MS. MONAGHAN: One map, many colors.

12 MR. COOPER: Okay. So as you know, the  
13 commissary PX is a petroleum cleanup project. We are in  
14 construction right now, and I'm going to talk a little bit  
15 about the progress that we've made on this.

16 I gave away all my photos.

17 MS. BLUM: There's an extra right here.

18 FACILITATOR KERN: I've seen it.

19 MR. COOPER: Thank you, Doug. Doug's been  
20 out there. He's seen it.

21 So let's take a look at the map. I know  
22 you've seen this map a gazillion times, although the  
23 visitors haven't. Just so -- just so the visitors kind of  
24 know what we're talking about, you can see in the map  
25 Crissy Field Tidal Marsh, so we're down by Crissy Marsh,

1 and right across the street from Crissy Marsh is where the  
2 Sports Basement is.

3 Do you know where Sports Basement is?

4 AUDIENCE PARTICIPANT: Yeah.

5 MR. COOPER: Okay. So you see the first  
6 kind of blackened -- the darkened areas are areas for our  
7 first phase of the commissary PX.

8 What the Army had down there before the  
9 commissary building was built, there was a motor pool and  
10 there was a bunch of -- where they did vehicle  
11 maintenance; they had underground petroleum storage tanks;  
12 they had fuel pipelines that crisscrossed that area that  
13 caused various amounts of petroleum contamination, and the  
14 petroleum contamination, the Army did a little bit of  
15 cleanup.

16 The Trust has gone in there a couple times  
17 and removed petroleum contaminated soil already over the  
18 last couple years, and what we're hoping is this is going  
19 to be our last kind of petroleum cleanup in this area, and  
20 the real thrust of these cleanups is to remove the  
21 petroleum contamination that is mobile that goes through  
22 the soil that gets into the groundwater and then flushes  
23 into Crissy Marsh, and we've seen in the past when that  
24 happens like an oil sheen can be -- can be seen on Crissy  
25 Marsh.

1                   And so we've gone in and removed contaminant  
2 soil and the oily sheen goes away, so we know that these  
3 types of soil cleanups can be effective to protect Crissy  
4 Marsh water quality.

5                   All right. So the big one -- as you can  
6 see -- where you -- you can see the building outline there  
7 where it says "610" in the middle of the building,  
8 building 610 is the Sports Basement building. It's the  
9 former Army commissary building, but it's where Sports  
10 Basement is.

11                   And so if you go to the -- if you're looking  
12 at it, to the right of that, you can see that darkened  
13 amorphous blob area. That is where we started to clean  
14 up, and we started to clean up the southern portion of  
15 that.

16                   So if you look at your photograph, your  
17 first page of the photograph, we call that first a  
18 darkened -- that's our first cleanup area in the parking  
19 lot of the Sports Basement, we call that the TPHG source  
20 area. Not a very creative name.

21                   TPHG means total petroleum hydrocarbon with  
22 the G meaning for gasoline because our studies indicated  
23 that there could be gasoline contaminated soil there  
24 causing gasoline contaminated groundwater, because we had  
25 some gasoline in the groundwater in this area. So we were



1 really looking for that.

2 And as you can see from the photograph, we  
3 removed segments of the parking lot asphalt and then we  
4 just start digging down, and so we -- if we go to the  
5 Sports Basement, you'll see a large green mesh fence.

6 If you go to the fence and you really look  
7 inside, you can definitely see what's going on in there.  
8 You'll see a big hole in the ground where the parking  
9 lot's gone and it's dropped down three to four feet deep,  
10 and what we've encountered is not a lot of what we were  
11 expecting to see is some stains, you know, darkened soil  
12 from petroleum spills from the ground surface and we did  
13 not encounter that, but what we did encounter was various  
14 layers in the fill.

15 We know that the parking lot there is built  
16 on imported fill, that the native soil is much -- is down  
17 deeper there. It's actually, as you know -- maybe you  
18 don't know. It was -- that was all natural marsh land in  
19 that area, that the Army imported a bunch of fill way  
20 back, 1880s to 1920s, et cetera, and filled in a lot of  
21 the natural, you know, saltwater marshes along there.

22 So we know that there was a lot of fill, but  
23 we were really targeting the petroleum that was spilled  
24 into the fill, and so what you'll see in the second  
25 photograph is that in this large, you know, excavation

1 area that we've dug out, we were not seeing a lot of  
2 stained soil, but we are seeing this layer -- actually two  
3 layers.

4 The first layer -- you can kind of see it --  
5 is -- it's above the darkened layer. You can see kind of  
6 a semi-darkened layer above that that's clearly -- it's  
7 just ground up asphalt that's about a foot below the  
8 ground surface.

9 So it's a foot -- a foot below the parking  
10 lot is this layer of ground up asphalt.

11 MS. SEGAL: Craig, are the measuring  
12 sticks, are they six inch or twelve inch segments in black  
13 and white?

14 MR. COOPER: That -- six inch intervals is  
15 my memory.

16 MS. SEGAL: Yeah. Okay.

17 MR. COOPER: So if you go through the black  
18 six inches and white six inches right about a foot below  
19 the ground surface, that's about where the first ground up  
20 asphalt is, and then if you go two feet, two and a half  
21 feet below the ground surface, that's where we hit this  
22 darkened layer.

23 Okay? People following along? I should  
24 have brought the big screen, but I think this is working.

25 So we have dug out the -- the entire -- this

1 entire area down here has been dug out all the way up to  
2 Mason Street, but then we've stopped because we brought  
3 Doug and Devender and Bob and Brian, we all came out there  
4 and went inside the hole and looked at these various  
5 layers, and then what we did is that we took soil samples  
6 at each of these -- we took a soil sample above the  
7 asphalt layer, in the asphalt layer, below the asphalt  
8 layer, but above the darkened layer, in the darkened layer  
9 and then below the darkened layer, and then we also took  
10 some samples from the darkened layer because that's the  
11 layer that we're trying to understand better.

12 We know that the Army had coal -- coal being  
13 part of the -- they imported a lot of coal down in that  
14 area. They had coal stockpiled. This is back in 1910,  
15 1920 era, because if you look at this darkened area -- you  
16 can just feel it with your hands -- it looks like the  
17 consistency that it could be coal.

18 And so we took some samples on that and we  
19 took it to what's called a forensic chemist. It's a  
20 special laboratory that can look at these samples  
21 underneath the microscope and -- and give you a good idea  
22 of what in the heck is in this darkened layer, and so  
23 we'll have analytical test methods for the chemistry of  
24 the darkened layer plus a forensic analysis of the  
25 darkened layer, and hopefully those two lines of evidence

1 will come together to give us some idea of what really  
2 threat does this pose to Crissy Marsh.

3 In other words, is it worth it to keep  
4 digging it up, because all we see are side walls, and then  
5 we -- what we've done is over going to the east, we've  
6 done some test trenches over going this way in the Sports  
7 Basement parking lot to see is that darkened layer -- is  
8 it contiguous. How far to the east does it go?

9 And so we've dug, you know, two test  
10 trenches that way and we are in the process of working  
11 with Brian to do some test trenches on the other side of  
12 Mason Street where the bike path is and jogging path in  
13 there, and we'll do some test trenches in there to see if  
14 the darkened layer is, you know, up in that area, as well.

15 So we want to basically -- we're kind of in  
16 an information collection mode right now and to see, you  
17 know, what is this darkened layer, what leachability --  
18 oh, and we have also -- inside these -- let's see -- we've  
19 got a picture. No.

20 Inside the test trench in this excavated  
21 area, we dug down a little bit deeper and we took some  
22 water samples, as well, to see if, you know, how -- is the  
23 groundwater contaminated, you know, immediately underneath  
24 these darkened layers.

25 So basically we're trying to figure out what

1 threat do these darkened layers pose to underlying water  
2 quality and ultimately the water quality of Crissy Marsh.

3 So --

4 MR. BERMAN: Did you see an oil spill when  
5 you hit the groundwater?

6 MR. COOPER: A sheen on the water?

7 MR. BERMAN: Yes.

8 MR. COOPER: No, not to my knowledge, but  
9 at the one area, there was some gasoline smell at the --  
10 right up -- the closest -- the part closest to Mason  
11 Street, when the excavation workers were digging there and  
12 hit groundwater, because groundwater's only four to five  
13 feet below ground surface there.

14 It's very shallow, again because it was a  
15 marshy area.

16 The excavation workers said that "we  
17 definitely smelled gasoline at that point in time," and  
18 that's where we had a groundwater well that detected  
19 gasoline, as well.

20 So that's not too surprising that where  
21 there was a groundwater well indicating that there was  
22 gasoline in the groundwater during the excavation part in  
23 that area.

24 We -- gasoline odors were smelled, but no  
25 real heavy duty stained soil. But that's -- that's the

1 story on that particular dig so far.

2 So we've -- we're kind of -- we've dug out a  
3 bunch of soil. We've encountered a situation that we need  
4 to collect more information on. We're in the process of  
5 collecting that information, and we will -- once that kind  
6 of information comes back together again, we'll sit down  
7 together.

8 Jennifer Yaut is my project manager on this  
9 and she holds, you know, weekly meetings and we'll -- and  
10 when the data's together, we'll sit down together and  
11 analyze it and figure out what to do next on that one.

12 But in the meantime, since that area's kind  
13 of -- we've stopped digging, we've moved on to the other  
14 areas that need to be dug up for this project.

15 So if you go to the west, you'll see a  
16 couple small areas there. One's called building 626 area  
17 and it's a very small dig just to the north of the Sports  
18 Basement, and if you flip to your photographs here on page  
19 2 of your photographs, you'll see building 626 remedial  
20 unit, and as -- that gives you a good idea of how shallow  
21 groundwater is there; not very deep at all, and actually  
22 the photograph underneath that shows various layers.

23 When you dig through there, you remove  
24 the as -- the parking lot asphalt; then you dig -- you're  
25 digging down through the Army imported fill, and then you

1 hit something, what we call the sand layer, which is what  
2 we were anticipating.

3           You know, in 1915, approximately, a bunch of  
4 sand was -- was hydraulically dredged from the bay and  
5 brought in as part of the initial filling of the saltwater  
6 marshes there, and I think it was brought in for the Pan  
7 Pacific Exposition, a big kind of World Fair-type thing  
8 that was down at Crissy Field, and then when you get below  
9 that, below the sand layer, the clay there, that's -- now  
10 you're getting into native bay mud, the natural -- the  
11 true natural soil for this area.

12           And it's a little tricky because the bay mud  
13 has a very darkened color, so you might look at it and go,  
14 "Oh, my God. That looks like it has petroleum  
15 contamination in it," but it really doesn't.

16           It just has a high organic content in it.  
17 It looks very kind of grayish -- dark greenish/grayish/  
18 blackish look to it.

19           But people that know it -- know that's bay  
20 mud and know what it looks like, et cetera.

21           So we've dug out the 626 area and we're  
22 going to be in the process of taking confirmation samples,  
23 and we had a meeting with Devender, who is the lead  
24 regulator on this, the Water Board lead regulator, and  
25 what we're going to do is -- remedial unit by remedial

1 unit, we're going to get his concurrence on our  
2 confirmation soil sample strategy, and when the data comes  
3 in for each remedial unit, we'll send in that data package  
4 and then get his concurrence to backfill.

5 So -- it takes a little time that way, but  
6 kind of step by step, we're going to get the concurrence  
7 from the Water Board before we backfill each of these dig  
8 zones.

9 And then we've started on a third dig zone,  
10 as well, which we call FDS pipeline residuals area 1, and  
11 you can find that on your map, as well, to the west. It's  
12 actually on the other side of Mason Street in the Crissy  
13 Field --

14 MR. ULLENSVANG: Air field.

15 MR. COOPER: Air field. Thank you. I was  
16 trying to get the air field area, and you can see some  
17 photographs of us on your page 3 of the photos of just  
18 getting set up.

19 You can see the protective fences that go up  
20 before we start digging and then the excavation area  
21 that's been dug there in the air field.

22 And I believe it was that one or is it --  
23 that -- or maybe it was in FDS residual area 2 -- no.  
24 That one we haven't started to dig. It with a FDS  
25 residual area 1. I'm pretty sure we hit stained soil and



1 some contaminated there, definitely visible contamination.

2 So that's the update on commissary PX  
3 cleanup petroleum site.

4 FACILITATOR KERN:

5 MR. BERMAN: A small question.

6 FACILITATOR KERN: Sam.

7 MR. BERMAN: Given that the petroleum  
8 contamination that you so far have found seems to be  
9 minimal, isn't there a -- a certain chance that after a  
10 few winters, it would just all wash out and you wouldn't  
11 have to worry about it?

12 MR. COOPER: Underneath the -- well,  
13 underneath paved areas, I'm not too sure what you're --

14 MR. BERMAN: Well, I mean, the main --  
15 perhaps I have misunderstood this in the beginning.

16 Your main concern is the contamination of  
17 the -- of the marsh; right? That there's leakage from  
18 the -- from the --

19 MR. COOPER: Residual soils.

20 MR. BERMAN: Right, and so this occurs  
21 usually from runoff and other situations.

22 MR. COOPER: Leaching process.

23 MR. BERMAN: Where -- from the winter  
24 percolation and eventually runoff, but if -- if it's  
25 minimal, then maybe after a few winters, it would just go

1 away.

2 MR. COOPER: Well --

3 MR. ULLENSVANG: Sam, I think the point  
4 there is that it's already been out there for a number of  
5 years and didn't go away.

6 MR. COOPER:

7 MR. BERMAN: Okay.

8 MR. ULLENSVANG: This is not new  
9 contamination. It's been out there for well over two  
10 decades.

11 MR. BERMAN: Right.

12 MR. COOPER: At least. At least, yeah.

13 MR. ULLENSVANG: But it may have slowly  
14 diminished with time, but it's not quickly going away.

15 MR. COOPER: And what we've noticed is  
16 that, you know, it crops up, you know, now and then, and  
17 what -- the idea of this one is to get it -- instead of  
18 being reactive to "oh, my gosh, there's a sheen on the  
19 marsh again. Oh, let's try and figure out where the --  
20 where the soil contamination is that's causing that,"  
21 we're trying to be proactive this time --

22 MR. BERMAN: Right.

23 MR. COOPER: -- and go after the -- what we  
24 thought were hot spots, and to prevent the sheen from  
25 happening in the future.

1                   It's not a perfect science, obviously.

2                   MR. BERMAN:    Right, but you really haven't  
3   found hot spots.

4                   MR. COOPER:    We've -- well -- one of them.

5                   MR. ULLENSVANG:   The pipelines residuals  
6   have stained soils --

7                   MR. COOPER:    Yes.

8                   MR. ULLENSVANG:   -- in that area.

9                   MR. COOPER:    So one was definitely a hot  
10   spot.

11                   Even in the first one, the Sports Basement  
12   parking lot, there were, you know, odors -- gasoline odors  
13   that were encountered when we did a dig.

14                   Again, the cleanup levels are -- just  
15   because you don't find goopy super darkened soil, that  
16   doesn't mean -- it doesn't take much to cause a sheen,  
17   and, you know, our cleanup levels for this area that's  
18   really close to the marsh is -- is -- are really  
19   stringent, and we can have soil above our cleanup levels  
20   and it's only been -- be visibly stained.

21                   MR. ULLENSVANG:   And contaminated water  
22   above the cleanup levels would not have a sheen on it  
23   necessarily.

24                   MR. COOPER:    Uh-huh.   Good point.   It takes  
25   a certain amount of concentration for a sheen to even show

1 up --

2 MR. ULLENSVANG: That's right.

3 MR. COOPER: -- yeah.

4 MR. ULLENSVANG: And so -- and these levels  
5 were determined through laboratory tests using  
6 invertebrate animals. So they're -- they're based on  
7 actual tests of arthropods and the types of things that  
8 might be expected in this environment.

9 MR. BERMAN: But then it looks like in  
10 order to really get it all, it's going to be a massive  
11 excavation because it's a -- there's little places here  
12 and there and you'll have to keep going maybe -- I mean,  
13 you stopped at Mason Street --

14 MR. COOPER: Well --

15 MR. BERMAN: -- in one case, but it could  
16 be under Mason Street, too.

17 MR. COOPER: Well, no. Well, no. We  
18 actually -- initially the way this cleanup was designed,  
19 we thought we were going to rip up Mason Street.

20 Remember we talked about the whole  
21 detours --

22 MR. BERMAN: Yes.

23 MR. COOPER: -- and stuff like that?

24 That's why we're stopping right now. That's  
25 going to be a big expense and that's why we're stopping to

1 try to understand, you know, okay. If we're able to show  
2 compliance and our bottom areas and things like that, but  
3 if we can't show compliance for that darkened layer, what  
4 threat does that darkened layer really pose?

5 Should we pull it out, you know, even -- and  
6 that means if it goes underneath Mason, that means you're  
7 ripping up Mason, or if it doesn't cause any leach, you  
8 know, threat, then it might be okay to leave and we may  
9 not do any more excavation here.

10 AUDIENCE PARTICIPANT: But you don't even  
11 know what that darkened area is yet; right?

12 MR. COOPER: Correct. That's the data that  
13 we're collecting, yeah. So it's too soon right now to say  
14 we're going to leave it or we're going to remove it, but  
15 there's some significant amount of money riding on that  
16 decision with -- with respect to the threat that the  
17 darkened layer poses and how extensive it is.

18 MS. CLEEK: Can I just ask a question? I  
19 mean, this is a ways inland, let's say, from the marsh, so  
20 even if the -- the dark layer stops, it -- hasn't it  
21 already leached through the soil all the way to the bay  
22 and wouldn't there be levels in that soil the path that it  
23 went to get to the marsh?

24 MR. COOPER: Exactly. That's why we're  
25 taking the first round -- we -- we dug down a little bit

1 more to test the groundwater right underneath those  
2 darkened layers to see are they actually an active -- you  
3 know what I mean by active --

4 MS. CLEEK: Path.

5 MR. COOPER: -- pathway.

6 We'll find out accounts, yeah. If the  
7 groundwater is significantly contaminated right underneath  
8 these darkened layers, we're going to have to dig it out.  
9 It's an active pathway that we need to address.

10 If not, then, you know, we need -- I'm going  
11 to recommend -- I don't know. We'll see. I want to  
12 collect all the data first before I make my  
13 recommendations.

14 FACILITATOR KERN: Thank you --

15 MR. COOPER: Mm-hmm.

16 FACILITATOR KERN: -- for that update.

17 A couple more items before we end. I have  
18 Jan's watch, so I have an evil eye on the remaining few  
19 moments that we have trying to cram all this in.

20 I'll come back to the summit meeting. I  
21 have a little plan here that will only take a few minutes  
22 to talk about. I want to give Jan some time to talk about  
23 the membership drive.

24 MS. MONAGHAN: Okay. Well, I've collated  
25 the existing applications we had on file. There were 58

1 applications in our file, so we've contacted thirteen of  
2 those 58 and we had no responses from six people and we  
3 have seven people that are interested. Four are here  
4 tonight.

5 MR. COOPER: Wow.

6 MS. MONAGHAN: Two agreed to be here in  
7 October. And then we have a new application from Tony  
8 Kramer to consider.

9 I think we'll just keep calling these people  
10 that are on the list and see, you know, who -- who's  
11 around and who's interested, and maybe we can fill our  
12 seats without having to advertise.

13 MR. COOPER: Awesome.

14 MS. MONAGHAN: But I do know that our ad  
15 did go into the Presidio Post.

16 MS. BLUM: News you can use. Posted today.

17 MR. COOPER: Oh, it did?

18 MS. BLUM: Uh-huh.

19 MR. COOPER: Jan, you are always one step  
20 ahead of me.

21 How did it look? How did it look?

22 FACILITATOR KERN: She's one step ahead of  
23 all of us.

24 MS. BLUM: I just glanced at it. I didn't  
25 really read it, but --

1 MR. COOPER: Okay.

2 MS. MONAGHAN: It stood out.

3 MR. COOPER: I don't know if it got into  
4 the ad.

5 MS. MONAGHAN: We can do it next time,  
6 yeah.

7 FACILITATOR KERN: So thanks to those of  
8 you that are working on this. Karen and Jan?

9 MS. MONAGHAN: Karen and Jan.

10 FACILITATOR KERN: Thanks for the calls and  
11 getting people.

12 MS. MONAGHAN: So then the next step will  
13 be I've asked our potential members to fill out a new  
14 application, so I got their e-mail addresses and I will  
15 send them new applications, so we can all their  
16 information updated, and we're looking to fill the seats  
17 for January of next year, so -- but you're welcome to come  
18 to all the public meetings until then.

19 MS. CHEEVER: How many seats do we have?

20 MS. MONAGHAN: We have six.

21 FACILITATOR KERN: {} I have a proposal  
22 for the summit meeting planning for the next committee  
23 meeting.

24 I propose coming to that meeting with a  
25 draft agenda and supporting materials for the summit



1 meeting draft materials, anyway, to include this decision  
2 around RAP 3, breaking up sites.

3 I have some materials that I've promised to  
4 Craig regarding consultant training, staff training, that  
5 whole series of things and I'm putting together a document  
6 that hopefully a lot of it we've discussed so much, but  
7 committing it to paper.

8 We will actually be able to show some  
9 progress, and put -- put some of these things into action,  
10 some of the ideas around specific kinds of training for  
11 staff and best practices for working with contractors,  
12 consultants.

13 So that will be ready for review by the next  
14 committee meeting.

15 All right. {} I think rather than talk too  
16 much about 207/231, to let people know that there was a  
17 meeting around that site today.

18 The team meeting process continues.  
19 There'll be workshops. We've put several dates on  
20 calendars. A number of issues were surfaced today at the  
21 meeting that we've kind of referred to earlier trying to  
22 get our consultant team who's trying to be very on top of  
23 the situation.

24 There were twenty people in the room giving  
25 them advice and they wanted to be on top of it, and I

1 think they were sort of feeling like oh, there's going to  
2 be a lot of input from -- that's how I would have felt.

3 MR. COOPER: Yeah.

4 FACILITATOR KERN: These folks were giving  
5 them a lot of feedback and not letting them go down their  
6 agenda like they wanted to.

7 MR. COOPER: Right. They have to start  
8 getting used to that. I'm going to talk to them about  
9 that. Just letting that experience be okay, you know,  
10 instead of resisting it and making people say, "Oh, yeah.  
11 We got that covered."

12 Just let the interchange occur.

13 FACILITATOR KERN: Right.

14 MR. COOPER: And I think it's just a new  
15 experience for them.

16 FACILITATOR KERN: And hopefully we can  
17 capture some of this around this document that we're going  
18 to produce for the summit meeting.

19 MR. COOPER: Mm-hmm.

20 FACILITATOR KERN: {} Let's move through  
21 -- I've got some action items that I want to touch on for  
22 the next meeting.

23 Our {} regulators are not here, so we can't  
24 give them too much talk to talk, but if they were here,  
25 what would they say?

1 MR. BERMAN: They would say something nasty  
2 about RAP 3.

3 FACILITATOR KERN: They would.

4 MR. BERMAN: Yes.

5 FACILITATOR KERN: They might have some  
6 comments on RAP 3. Bob would.

7 Is there any new business? Any public  
8 comment? Any thoughts, just initial impressions --

9 MR. COOPER: Yeah.

10 FACILITATOR KERN: -- from our visitors  
11 tonight.

12 AUDIENCE PARTICIPANT: I wish Bob was here.

13 FACILITATOR KERN: Mysterious Bob.

14 Mark.

15 MR. YOUNGKIN: I just wanted to check. The  
16 summit meeting has the green light? Is everyone going for  
17 it and it's all --

18 MR. COOPER: Yes. He -- he said yes, but  
19 he was -- you know, Bob initially said that Tony Landis  
20 was definitely going to come, and Bob's last statement was  
21 between me -- you know, Bob backed up on that a little bit  
22 now, about Craig Middleton basically said, "If Tony Landis  
23 is coming, I'll be there."

24 FACILITATOR KERN: So we have a conditional  
25 summit meeting it would appear.

1 MR. MONAGHAN: What about the all other way  
2 around?

3 MS. BLUM: It sounds like a call needs to  
4 be made.

5 FACILITATOR KERN: I'm making that very  
6 note. All right. We'll check in with Bob on that.

7 MR. COOPER: Yeah.

8 FACILITATOR KERN: Too bad Bob wasn't here.  
9 All right. Other comments?

10 MS. MONAGHAN: I think Craig needs to call  
11 Tony Landis and tell him we want him here.

12 MR. COOPER: We could do that. You know,  
13 if there's an action item --

14 MS. BLUM: You could call Mr. Middleton.  
15 "Mr. Middleton" --

16 MR. COOPER: Correct. Not me. I can't  
17 call Tony Landis. He doesn't know who I am. I've never  
18 met him before.

19 But -- and there was an action item, anyway,  
20 that Bob and I need to do about the whole -- the Trust  
21 offered, you know, financial assistance to DTSC to hire  
22 another project manager, and that we have not followed up  
23 on that action item yet.

24 So that would be a perfect opportunity to  
25 follow up on that action item, and while we're talking

1 like "hey, you're coming to summit two; right? Because  
2 I'm going to be there."

3 MR. ULLENSVANG: You can follow up there.  
4 "we're providing some support for our part."

5 MR. COOPER: Mm-hmm.

6 MR. ULLENSVANG: "One of my staff people is  
7 going to work with the state on Friday to assess what  
8 needs to be done to facilitate Bob's entry of information  
9 into them to bring that system up online."

10 MR. COOPER: Which is DTSC's schedule  
11 management thing.

12 MR. ULLENSVANG: So that's one of the items  
13 that came out of the first summit meeting.

14 MR. COOPER: Right.

15 MR. ULLENSVANG: And it's a way to provide  
16 labor assistance, so to speak, to the state.

17 FACILITATOR KERN: So just to give  
18 everybody -- if I could borrow maybe a couple minutes past  
19 9:00, we have a meeting -- a committee meeting in two  
20 weeks; then we have our RAB meeting on Tuesday, the 10th  
21 of October.

22 The summit meeting is the 24th and it's also  
23 the RAB meeting. So we have two RAB meetings prior to the  
24 summit meeting.

25 The next committee meeting will be basically

1 reporting on what happened that day at the summit meeting.  
2 So we have -- some of these action items are really upon  
3 us now.

4 Can we -- can we say that you will nudge  
5 Craig Middleton --

6 MR. COOPER: Yes.

7 FACILITATOR KERN: -- to do that offer and  
8 to check in on whether Tony Landis -- you know, the two of  
9 them can talk or something.

10 MR. COOPER: Yes. Especially I'm going  
11 to -- yes. I want to do that, and I'm taking the last  
12 week of September off, so I won't be able to make the  
13 September committee meeting, and -- but I'll -- somebody  
14 will go in my stead and I'll -- they'll report on that  
15 particular action item.

16 FACILITATOR KERN: All right. {} Action  
17 items for this evening. We're going to work on this  
18 decision to break up or not sites out of RAP 3 and we're  
19 going to possibly move that into a resolution for  
20 presentation at the October summit meeting, and we're  
21 going to include a bunch of notes in that discussion that  
22 I've collected tonight with regard to a lot of the DTSC  
23 requests: Vegetation removal, transaction costs, a  
24 variety of other things that I've got down here.

25 MS. SEGAL: Doug, are you going to be --

1 will you be talking then to Craig and Brian about the  
2 breakup of RAP 3 before -- since Craig won't be at the  
3 committee meeting -- I mean, I really feel like I'd like  
4 feedback on it.

5 FACILITATOR KERN: Well, yeah. That's --  
6 he has to be part of it. Absolutely.

7 And that's what I've got. Are there any  
8 other comments?

9 MR. YOUNGKIN: I've just got a question on  
10 the action item about the best practices.

11 Would you go over that one more time?

12 FACILITATOR KERN: What I committed to do  
13 for Craig since the last summit meeting was to generate a  
14 roadmap or a series of best practices, a document that he  
15 could give to his staff or use within his department that  
16 would create a situation where his -- the staff has not  
17 been brought into the summit process, so they -- that step  
18 needs to be taken where their input is requested, and then  
19 where there are issues around mentoring them, that that  
20 begins to take place.

21 Ryan Seilbach, for example, is taking  
22 part -- he's trying to run these building 207/231  
23 integrated team meetings. He needs feedback on how he's  
24 doing that and he needs it to come from someplace where he  
25 will then integrate at the next meeting he has.

1                   There were a lot of recommendations that I  
2   could have given him today, so to build that into a  
3   document that he can then -- and that would be the case  
4   for George and Jennifer -- I mean, for those of you who  
5   don't know George, the thought about how to give George  
6   feedback on how he would run a meeting, you know, that's  
7   kind of a complex thing.

8                   He's --

9                   MR. COOPER:    Right.

10                  FACILITATOR KERN:   -- a professional guy,  
11   big guy. He's got his ideas on how to run a meeting.  
12   He's kind of laid back, but over the past few weeks, we've  
13   had a number of meetings where all the meetings could be  
14   run a lot better with objectives and then tasks and all  
15   these lessons learned integrated into the meetings, so  
16   that's what that promise is.

17                  MR. COOPER:    Instead of just verbally  
18   saying, "Hey, then that meeting really got drug out at the  
19   end," things like that, but to be fair with them, we  
20   provide a written list on just general guidelines on this  
21   is how we'd like for meetings to, you know, unfold and  
22   this is how we'd like to -- so we start writing this down.  
23   It's almost like a form of the lessons learned type  
24   concept.

25                  MS. SEGAL:    That -- I was going to say that



1 it's too big of a stretch on the George's lessons learned  
2 and the best management practices on some -- obviously  
3 all of these aren't going to be numbered so we can't talk  
4 about them, but it's sort of -- there is a merging --

5 MR. COOPER: It's the same.

6 MS. SEGAL: Okay. Thank you.

7 FACILITATOR KERN: It's definitely the same  
8 thing, a whole new category of stuff.

9 Julie.

10 MS. CHEEVER: One little item back to the  
11 RAP 3 breakup.

12 If Brian and Craig are going to the trouble  
13 of to analyze it, could the analysis also tell us whether  
14 it's possible to separate out certain sites, that you  
15 actually could speed up that schedule for those sites.

16 I know you said it was very complicated,  
17 Brian, but maybe speed it up and then you could -- we  
18 could have the goal of doing some work in '07.

19 MR. ULLENSVANG: I think that may be one of  
20 the elements in the discussion is to go over what the  
21 current schedule is such that everyone can appreciate  
22 where it can or can't be accelerated, and if -- if you do  
23 split it up, have you just preserved the schedule and let  
24 things slip or can you accelerate pieces of it.

25 It's a complicated thing, but it's not hard

1 to understand.

2 FACILITATOR KERN: Are there any other  
3 comments for the good of the order this evening?

4 MR. BERMAN: Let's see. Just the October  
5 committee meeting is the same night as the night after the  
6 summit meeting; right?

7 FACILITATOR KERN: Correct.

8 MR. COOPER: Correct.

9 MR. BERMAN: So we will get sort of a hot  
10 feedback that night.

11 FACILITATOR KERN: Believe so. Fresh off  
12 the presses.

13 Anything else?

14 MS. SEGAL: Thanks to the folks who have  
15 come in.

16 MS. BLUM: Thank you very much.

17 MR. COOPER: Thanks for coming.

18 FACILITATOR KERN: Thanks everyone for  
19 coming out tonight, your comments, and we look forward to  
20 seeing you at our committee meeting in two weeks.

21 Without objection, meeting adjourned.

22 (The meeting concluded at 9:08 PM).

23 ---o0o---

24

25

1 STATE OF CALIFORNIA )

2 COUNTY OF SAN FRANCISCO )

3

4 I, the undersigned, hereby certify that the  
5 discussion in the foregoing meeting was taken at the time  
6 and place therein stated; that the foregoing is a full,  
7 true and complete record of said matter.

8 I further certify that I am not of counsel or  
9 attorney for either or any of the parties in the foregoing  
10 meeting and caption named, or in any way interested in the  
11 outcome of the cause named in said action.

12

13

IN WITNESS WHEREOF, I have  
hereunto set my hand this

14

15

\_\_\_\_\_ day of \_\_\_\_\_,  
2006.

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Mark I. Brickman CSR No. 5527

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PRESIDIO RESTORATION ADVISORY BOARD MEETING

REPORTER'S TRANSCRIPT OF PROCEEDINGS

TUESDAY, OCTOBER 10, 2006

OFFICER'S CLUB, BUILDING 50

PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR

License No. 5527



## ATTENDEES

RAB Members:  
Doug Kern, Facilitator  
Mark Youngkin  
George Ford  
Brian Ullensvang  
Bob Boggs  
Devender Narala  
Sara Segal  
Karen Cleek  
Julie Cheever  
Gloria Gee  
Jan Monaghan  
John Budroe  
Michelle Passero  
Jan Blum  
Edward Callanan

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BE IT REMEMBERED that, pursuant to Notice of the Meeting, and on October 10, 2006, at the Officer's Club, Building 50, Presidio of San Francisco, California, before me, MARK I. BRICKMAN, CSR No. 5527, State of California, there commenced a RAB meeting under the provisions of the Presidio Trust.

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## AGENDA

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1 FACILITATOR KERN: Welcome, everyone. It's  
2 the regularly scheduled meeting of the Presidio  
3 Restoration Advisory Board, October 2006. I'd like to  
4 welcome everyone tonight, the Presidio Trust, National  
5 Park Service, the Water Board, DTSC, RAB community members  
6 and all of you here tonight as prospective community  
7 members for the Restoration Advisory Board. Welcome  
8 tonight.

9 I think it might be a good thing that we  
10 have here on the agenda to do an introduction, so those of  
11 you that are new and in the audience who would like to  
12 know who's saying what tonight, we can do a quick around-  
13 the-room, spend a couple minutes with that.

14 My name is Doug Kern. I'm the facilitator  
15 for the meeting tonight. I've been a RAB community member  
16 since April 1994 when we first started this group.

17 MR. NARALA: I thought you were going that  
18 way.

19 MR. FORD: I'm George Ford. I'm a  
20 remediation project manager with the Presidio Trust. I've  
21 been working at the Presidio since 1999.

22 MR. ULLENSVANG: I'm Brian Ullensvang with  
23 the National Park Service, Golden Gate National Recreation  
24 Area and I've been working on the Presidio project since  
25 '95.

1 MR. YOUNGKIN: I am Mark Youngkin. I'm the  
2 community co-chair for the Restoration Advisory Board.  
3 I've been involved with the Presidio since '95 and been  
4 community co-chair since '97 now.

5 I'm a geologist and I work in environmental  
6 risk assessment.

7 MS. BLUM: That was interesting.

8 My name is Jan Blum. I am a community  
9 member of the RAB. I have been volunteer on the Presidio  
10 since 1999, primarily restoration of Crissy Field and then  
11 through the Presidio Park Stewards and I've been a member  
12 of the RAB since 2002.

13 MS. MONAGHAN: I'm Jan Monaghan and I've  
14 been -- I'm an original member of the RAB, 1994.

15 FACILITATOR KERN: Yeah.

16 MS. MONAGHAN: Anyway, I'm a community  
17 member and I'm a facility manager by profession.

18 MS. PASSERO: Michelle Passero, a community  
19 member of the RAB. I can't remember. I think it's been  
20 three -- maybe a little more than three years that I've  
21 been a member, and I do policy work for a land trust,  
22 forest trust on global land issues.

23 MS. SEGAL: Sara Segal, community member.  
24 I live in Noe Valley and I've been on the RAB for at least  
25 three years, maybe four, and I was an environmental

1 science test at the US Environmental Protection Agency for  
2 many years and I'm retired.

3 MR. JUNG: Robert Jung. I'm just a  
4 visitor.

5 MR. CHESTER: And I'm John Chester. I'm  
6 here as a potential future community member and I  
7 currently work for the City of San Francisco Public  
8 Utilities Commission as a water supply analyst and  
9 formerly have a background in site assessment mediation,  
10 cleanup with the City as well as a contractor for the EPA.

11 MS. GEE: My name is Gloria Gee and I'm a  
12 community RAB member, also three plus years. And this is  
13 my daughter, Alex who's here for -- doing her homework,  
14 but -- so I'm retired.

15 I've been doing international policy  
16 planning and also economic policy and planning. One's  
17 with UC-Berkeley and the other one with some US government  
18 and also the UN and other nations.

19 MS. CLEEK: I'm Karen Cleek. I joined  
20 about the same time as Michelle, so I think it is three  
21 years. In fact, almost exactly three years.

22 And let's see, what do I do? I have a --  
23 sort of like a county consulting business and I deal with  
24 a lot of non-profits and small businesses that have just  
25 grown too large to do it on their own.

1 I live about a block from the Presidio on  
2 the south side, so I have kind of a proprietary interest  
3 in Mountain Lake and the old Public Health Hospital area  
4 and things like that, but I -- I'm concerned about all of  
5 it.

6 FACILITATOR KERN: And we're just  
7 introducing ourselves to each other and prospective  
8 members, and if you'd like -- you arrived just at the  
9 right moment.

10 MR. CALLANAN: I picked the wrong seat.  
11 I'm Ed Callanan. I've been on the RAB for  
12 about eight years. I'm retired from the State of  
13 California, assistant to the chief of Cal-OSHA and I'm  
14 going back on a temporary basis to do special projects  
15 related to the Cal-OSHA program.

16 MR. BOGGS: I'm Bob Boggs. I'm a chemical  
17 engineer with the State Department of Toxics. I actually  
18 started work at the Presidio in '96.

19 I was a consultant to the Army out here and  
20 actually worked on the Remedial Action Plan for Crissy  
21 Field, and then in '99, I came back to work on the project  
22 as a representative for DTSC.

23 MR. NARALA: Devender Narala with the  
24 Regional Water Board and project manager for the mostly  
25 underground storage tank site for the Presidio.

1 I've been on the project probably the least  
2 amount of the group, one year.

3 MR. BUDROE: Last but not least, John  
4 Budroe, toxicologist with the State Office of  
5 Environmental Health Hazard Assessment, but I'm here on my  
6 own time, my own dime on the RAB.

7 I guess I've been on it for about two years  
8 or three years now?

9 FACILITATOR KERN: Three.

10 Thanks, John, and if we'd like to continue  
11 in the audience.

12 MR. WILNER: Sure. My name is Jay Wilner.  
13 Let's see. I have a BS from MIT and an MBA from Rutgers,  
14 and for the last 46 years, I've been running my own  
15 company.

16 MR. SESSMAN: I'm Aaron Sessman. I'm a  
17 civil engineer and I've been a hazardous waste cleanup  
18 contractor and consultant.

19 Over the last ten years, I've worked at  
20 cleanups at the San Francisco Airport, at the Port of  
21 Oakland, for numerous San Francisco agencies, including as  
22 emergency response, and I have my own environmental  
23 consulting firm.

24 FACILITATOR KERN: Very good.

25 MS. RONEY: I'm Amber Hamlin Roney. I am a

1 former neighbor. Now I live in Noe Valley. I'm  
2 transitioning from a career in marketing. I did that for  
3 about ten years, and going to do something with a new  
4 degree in human and operational transformation, but right  
5 now I'm raising my little 1-year-old.

6 MS. KRAMER: I'm Toni Kramer. I have  
7 degrees in landscape architecture and architecture and  
8 I've worked in both fields and in planning, and now I work  
9 as a landscape designer and project manager for a large  
10 company, landscape design company in the City.

11 MR. LATHROP: My name is Tom Lathrop. I'm  
12 a local resident. I live on Broadway. I've been in the  
13 real estate business for over thirty years, and in my  
14 travels, I've done a lot of environmental remediation.

15 FACILITATOR KERN: Very good.

16 I'm Lew Stringer, National Park Service.  
17 I'm a ecologist that works on remediation projects.

18 FACILITATOR KERN: Very good, and I think  
19 we have one very recent arrival. We're just introducing  
20 ourselves for some of the perspective members.

21 MS. CHEEVER: Hi. I'm Julie Cheever, a  
22 community member since about '95.

23 FACILITATOR KERN: It's always good as we  
24 go around and reintroduce ourselves, I think we all learn  
25 something new little tidbit about each other as we do



1 that.

2 For those of you who are here as prospective  
3 members, this board meets one -- once a month in what we  
4 call this formal meeting and then once a month, and that  
5 would be on the second Tuesday, and on the fourth Tuesday,  
6 we meet in more of a -- sort of informal session that we  
7 call the committee -- planning committee meeting and --  
8 where we discuss things a little bit more informally, sort  
9 of off the record.

10 So our main task is to advise the Presidio  
11 Trust as they continue their mission to -- as they took  
12 over from the Army the cleanup of the Presidio, the  
13 property here.

14 There was a lot of waste left behind by the  
15 Army and the Presidio Trust received 99 million dollars  
16 from the Army to continue the cleanup as the Army left,  
17 and so our mission in these monthly and then monthly  
18 planning meetings, as well, is to give advice to the Trust  
19 and the Park Service and our regulators from a community  
20 perspective about the cleanup plans here at the -- at the  
21 Presidio.

22 Are there any other thoughts or comments at  
23 this point before I move ahead?

24 All right. Thank you. Thanks, everyone,  
25 for being here. I know that the A's game is underway, so

1 people are probably reaching to be back for that.

2 MR. BUDROE: They're losing five-nothing.

3 FACILITATOR KERN: Oh-oh. I guess on an  
4 optimistic note, there will be a big comeback at the end  
5 of the game.

6 Does everyone of an agenda? Are there any  
7 changes or modifications that anyone would like to make?

8 All right. Seeing none, any announcements.

9 Any old business? And if not, the committee  
10 reports.

11 MR. YOUNGKIN: Committee reports, yes.

12 Well, like Doug was saying on the fourth Tuesday of every  
13 month, our next meeting will be October 24th. We had our  
14 planning committee meeting. It's off the record.

15 We do sort of a more hands-on discussion and  
16 working group format of issues. So this last meeting, we  
17 started out with a brief discussion of the membership  
18 drive that's going on now. We had an update from Jan on  
19 the status of that, and then we went into a long  
20 discussion.

21 The majority of the meeting was about the  
22 RAP 3 schedule, and a RAP is a Remedial Action Plan that's  
23 being discussed now by the Trust and is going to be out  
24 for review pretty soon. Is it out for review now.

25 FACILITATOR KERN: I think pieces are.

1 MR. YOUNGKIN: So the majority of the  
2 meeting was a discussion of that RAP 3 process, and that's  
3 leading up to the draft letter that's presented for  
4 discussion and a vote.

5 And like I said, our next meeting is on  
6 October 24th, and at the end of this meeting, we try to  
7 come up with agenda items for our following planning  
8 committee meeting, and that's it.

9 Thank you.

10 FACILITATOR KERN: Any questions?

11 Tonight's item 6A and B kind of go together,  
12 and for those of you who haven't heard what this is about,  
13 I'll give a little introduction.

14 We had a really good conversation our last  
15 planning committee meeting a couple weeks ago, and what  
16 this is about is in July, the -- all the agencies,  
17 including the RAB members, RAB community members, met with  
18 their senior management, came to what we call the -- a  
19 summit meeting, and that summit meeting was to discuss an  
20 urgent need to move together to work as a group so that we  
21 could get some sites completed more quickly than have been  
22 going on.

23 That meeting -- I think there was a lot of  
24 progress, a lot of good exchange at that meeting, and so  
25 several months have passed and there was a proposal to

1 meet again in about three months, and that was in July.

2 Well, the earliest date that all the senior  
3 management could get back together was October 24th, so we  
4 have now a new summit meeting looming in front of us, and  
5 the principal idea is to review the progress and  
6 discussion items that were put together for the first  
7 summit meeting and conclusions reached at that meeting.

8 So as we approach that summit meeting -- and  
9 this was our -- the principal discussion point of our last  
10 committee meeting -- was that there was the potential  
11 for -- due to a variety of scheduling and administrative  
12 and a variety of issues coming together, that we might not  
13 be able to do any construction during next year's  
14 construction season.

15 There was no construction on the Superfund  
16 or CERCLA related sites this year, so that would have been  
17 two years that we missed for construction, and most of us  
18 in talking about that felt that we would really like to  
19 see construction done next year, and how could that be  
20 done in a way that wouldn't compromise a lot of the goals  
21 of the program.

22 As Mark mentioned, we're working on a  
23 Remedial Action Plan. It's the third one in a series of  
24 about six of these plans, maybe seven of them. These are  
25 the documents that help everybody get together and decide

1 what will be the cleanup strategy for a given site, how  
2 will it be done, what will it look like, and then  
3 they'll -- following that, there are even more detailed  
4 specifications that go into the design of a particular  
5 remedial action at a site.

6 So for RAP 3, there were some thirty  
7 different sites on the Presidio that were going to be  
8 included.

9 Among those sites, several of them needed  
10 further characterization, meaning sampling teams had to go  
11 collect additional samples to clearly define in the lingo  
12 the nature and extent of the contamination. What kind is  
13 it and how far does it extend.

14 When you don't have enough of that coverage,  
15 it makes various parties nervous. The regulators want to  
16 see pretty much where the contamination is and what's  
17 involved, and if you don't really carefully distinguish  
18 where your contamination is, it may grow once you get out  
19 in the field in a way that you didn't expect and cost a  
20 lot more. Even with a lot of data, that can still happen.

21 So with some of that as the background, over  
22 the last few weeks, we've been proposing well, what about  
23 a subset. Something less than the thirty sites. Could we  
24 make a Remedial Action Plan out of something less than  
25 those thirty sites and get construction done on time?

1 Well, these are very complex documents, so  
2 whenever you make a decision to pull something out,  
3 there's a cascading rippling effect, and sometimes it can  
4 even take more time to dismantle what you've already got  
5 going than if you just proceeded ahead.

6 Anyway, this has been anticipated before.  
7 The document is written in chapters, so there still  
8 remains the possibility of extracting out a subset and  
9 proceeding with that.

10 So that's principally what the debate is  
11 tonight, what our discussion will be.

12 What you will find is a draft letter that we  
13 propose to send to the executive director of the Presidio  
14 Trust. We hope that this letter is going to be  
15 constructive advice, which is our principal mission as RAB  
16 members, trying to see the points of view of regulators,  
17 the Park Service, the Trust and have our own particular  
18 view as committee -- community members and present that  
19 and urge it with action that we see that's appropriate.

20 So let me stop and take a breath and say as  
21 we move through this letter, I'd like to engage our  
22 regulators and the Park Service and the Trust and any of  
23 you that are -- that are knowledgeable about this to  
24 please comment and continue our conversation from the  
25 committee meeting so that we can make this letter the best

1 that it can be.

2 There's been quite a bit of comment since we  
3 developed it the day after our meeting two weeks ago. I  
4 think there's some seven or eight iterations now that have  
5 gone into this letter, and it's gotten a lot better in the  
6 past two weeks.

7 I would say this is probably the quickest  
8 letter that we've ever put together in our 13-year  
9 history. So -- and I think it's pretty darn good.

10 Any questions before we get into the letter  
11 about what we're doing or what this is about? And feel  
12 free even as a -- someone new to this process, if  
13 something strikes you as odd or weird, it could be, and so  
14 you might -- feel free to step up and say, "This seems  
15 really strange to me as an objective person. Why are you  
16 doing it like this?" Those are fine comments.

17 Has everybody really had a chance to read  
18 through this letter?

19 MS. CLEEK: Just a quick question.

20 FACILITATOR KERN: Yes, Karen.

21 MS. CLEEK: Has this first paragraph  
22 changed again than what you sent out by e-mail the last  
23 time?

24 FACILITATOR KERN: Um --

25 MS. CLEEK: The reason I'm asking it online

1    versus the print, this first sentence read a lot better  
2    online.

3                   FACILITATOR KERN:    Okay.

4                   MS. CLEEK:    This has been my issue over and  
5    over with this letter is that the first -- first  
6    paragraph -- first sentence just seems like such a  
7    mouthful to me.

8                   FACILITATOR KERN:    This version -- I sent  
9    out every version.  If there was any change, it would have  
10   been a punctuation mark or two.  So no major wording  
11   change.

12                  MR. YOUNGKIN:    It could still maybe be  
13   improved.

14                  FACILITATOR KERN:    Oh, yeah.  It's not -- I  
15   mean, if we can, we would like to vote on this so we can  
16   send it off.

17                  We won't meet again until the summit meeting  
18   is actually held, so it may become somewhat moot if we  
19   don't approve it tonight, but that doesn't mean we can't  
20   improve it and approve it with modifications.

21                  MS. PASSERO:    Maybe the suggestion -- so we  
22   don't try and come up with exact wording -- is see if it  
23   can be just a little more succinct, make the same points,  
24   but maybe take out a couple extraneous prepositions or  
25   something.



1 FACILITATOR KERN: Well, maybe one way to  
2 say it as a proposal. "As the October 24th, 2006 Summit  
3 Meeting on remediation program approaches, can we recall  
4 that the aim of the previous meeting was to bring together  
5 a remediation program stakeholders -- bring together  
6 remediation program stakeholders so that better ways to  
7 work together could be designed," period.

8 Would that help?

9 MS. CLEEK: Why do you have -- why can't  
10 you just say that after "bring together remediation  
11 program stakeholders to design better ways to work  
12 together and to create efficiencies, rather than go  
13 through this so that --

14 MS. GEE: Passive voice.

15 MS. CLEEK: Passive voice. Thank you.

16 FACILITATOR KERN: There was a choice to  
17 put it in the passive voice, and the reason that we did  
18 that was it was intentional, and I would say that the  
19 reason is is that from the point of view of the receiving  
20 party, it could -- it softens the impact a little bit. It  
21 leaves it more to their discretion to read it and receive  
22 the information.

23 So that's the reason that it's not in that  
24 very, you know, active voice.

25 MS. CLEEK: I kind of suspected that, but

1 I -- I still have such a problem with it being very long  
2 and very awkward.

3 MS. PASSERO: Okay. Here's a thought.  
4 Could you take the last sentence of that paragraph and put  
5 it up front? That seems to be just the first thing --  
6 this is the heart of the letter.

7 If they just want to read the first  
8 sentence. Still use the other information as your  
9 background, right? And take the essence of that last  
10 sentence and just state that up-front.

11 That's why we're writing the letter; right?

12 FACILITATOR KERN: Yeah. Absolutely.

13 MS. PASSERO: That's a thought.

14 FACILITATOR KERN: Well, I think that's a  
15 good idea, and as we -- as any of you that have tried to  
16 write a document in a large committee can realize, there  
17 are lots of different styles.

18 We do try and distill this down to something  
19 that everybody can agree to. So, you know, I respect  
20 Karen's thought on this.

21 Yes.

22 MS. CHEEVER: I like Michelle's suggestion,  
23 but would it be honoring your suggestion if we use the  
24 very first sentence "as the summit approaches"? So that  
25 would still be -- what you want for the first sentence

1 would still be there.

2 And then it could be followed just by saying  
3 that "we're concerned that another construction season  
4 could pass without substantial progress on CERCLA  
5 cleanups."

6 So then the question is should we get in the  
7 idea that in the previous meetings, slow progress on RAP 3  
8 was cited? All this whole audience.

9 FACILITATOR KERN: That's not a necessary  
10 thing. You know, I think people would acknowledge that.  
11 It doesn't need to be reiterated.

12 MS. CHEEVER: If we did make this change,  
13 in the first sentence, instead of "we, community members  
14 of" -- and then the second sentence, which is now the  
15 second to last sentence, would have a we instead of  
16 defined.

17 FACILITATOR KERN: All right. Let me try  
18 to capture some of that discussion --

19 MS. CHEEVER: Oh, wait. And we could even  
20 have a third sentence in the paragraph saying that "the  
21 slow progress on RAP 3 was a major stumbling block at the  
22 previous meeting."

23 FACILITATOR KERN: Yeah.

24 MS. CHEEVER: In the first sentence "as the  
25 summit meeting approaches, community members of the RAB

1 are writing to such and such. We are concerned that  
2 another construction season could pass without" -- oh,  
3 then the second sentence could be "at the July" --  
4 whatever it was -- "summit meeting, slow progress on such  
5 and such was cited as the major block, stumbling block,"  
6 and then the last sentence could say: "We -- RAB  
7 community members are concerned that another construction  
8 season could pass without substantial progress on this."

9 FACILITATOR KERN: How does that sound,  
10 Karen?

11 MS. CLEEK: That sounds much better. Just  
12 leave out this whole action about the previous meeting  
13 bringing us together to do the different thing that we're  
14 committed to. Yeah. I think that's fine.

15 FACILITATOR KERN: Do you have that  
16 substantially written down, Julie?

17 MS. CHEEVER: Yeah.

18 FACILITATOR KERN: Okay. All right. So  
19 moving along, other comments?

20 MS. MONAGHAN: Doug?

21 FACILITATOR KERN: Yes.

22 MS. MONAGHAN: I think the purpose of the  
23 letter is what we're trying to do is very clear. We're  
24 asking them to get involved again because it was  
25 successful three months ago and we really need them to

1 step up and -- and make something happen about that.

2 I was kind of curious. I know Craig was at  
3 our last committee meeting where we talked about all this  
4 stuff, and I don't know what's happened at the Trust since  
5 then, if there's been positive or negative feelings about  
6 that.

7 I thought maybe George -- I'd ask him if he  
8 had an opinion about this.

9 MR. FORD: Well, I -- there's been a lot of  
10 discussion about the summit meeting, the last one and the  
11 one that's coming up, and it -- I mean, none of this stuff  
12 within the Trust gets discussed in isolation.

13 I mean, the -- you know, the Trust has  
14 been -- since the last summit meeting, I guess has had  
15 a -- we had Booz Allen Hamilton come in and do a review.

16 A lot of effort's been spent kind of helping  
17 them debug their work products, and, you know, that -- the  
18 Booz Alan recommendations will probably affect to some  
19 extent part of what happens with RAP 3, you know.

20 I think the RAB's opinion also will affect  
21 what happens with RAP 3.

22 So, you know, we haven't had sort of  
23 separate discussions about -- about the -- which way the  
24 RAP's going, because I think for the most part, at least,  
25 that's been fairly clear.

1 MS. MONAGHAN: Mm-hmm.

2 MR. FORD: I think you guys have done a  
3 pretty good job of communicating what you're interested  
4 in, and from my perspective, this letter -- if there was  
5 any confusion, this letter kind of crystallizes it pretty  
6 well.

7 I mean, it has a direction and it's got some  
8 specifics.

9 FACILITATOR KERN: And George was very  
10 helpful with some changes that I think made it more  
11 easy --

12 MS. MONAGHAN: Okay.

13 FACILITATOR KERN: -- for the Trust to  
14 read, so that's been appreciated.

15 So all along the way, all the agencies have  
16 seen the iterations of the overall.

17 MS. PASSERO: Will that -- the report of  
18 the Booz Allen's recommendations, will that become  
19 publicly available?

20 MR. FORD: Yeah, it will. I think the goal  
21 is to try to release it around the end of this month. I  
22 think the report is going to be presented to the Trust  
23 Board at -- is scheduled for the November 2nd board  
24 meeting.

25 I should also point out that it's been on

1 the board's agenda since August, and each time it's been  
2 pushed back, but, you know, the hope is that the report  
3 will be ready to see the light of day and can also be --  
4 you know, that our board can be walked through it by  
5 November 2nd.

6 Yeah. It will be released.

7 MR. NARALA: Would it be helpful to have  
8 this report before the summit meeting at all? Because  
9 there is a lot of things going on here.

10 FACILITATOR KERN: Well, since we -- we're  
11 trying to say in the calmest way possible to please show  
12 us the report.

13 The first time I wrote this, it wasn't as  
14 calm. It was definitely a more --

15 MR. FORD: I remember that version.

16 FACILITATOR KERN: Yes. It was show us the  
17 darn document or something like that, but -- yeah. I  
18 think that it's out there. It's a concern because we're  
19 worried that is it influencing the direction of the remedy  
20 selection.

21 If it is, it should be a public discussion  
22 and, you know, we should be able to see the report, see  
23 what the recommendations are, interview the authors,  
24 strongly interview the authors and see what their  
25 assumptions were.

1                   We've been working on this for thirteen  
2 years. They worked on it for some -- less than that. A  
3 few weeks. So that would be somewhat -- not a good thing  
4 to actually act on that without getting some input from  
5 this group, I think.

6                   So I've been, you know -- certainly I've  
7 been counseled on how to write this letter, but how I feel  
8 about it is pretty strong. I'd really like to see that.

9                   Jan.

10                  MS. BLUM: I'd like to ask George. When  
11 you said you're working with Booz Allen to "debug their  
12 work product," would you go into that in a little more  
13 detail?

14                  MR. FORD: Sure. I mean, they -- what Booz  
15 Allen did -- I think if you ask them about it, they'd say  
16 that they parachute in, and that's almost literally what  
17 they did.

18                  I think five or six people showed up. They  
19 showed up early on Monday morning and they interviewed  
20 everybody who they could get to stop to talk to them.

21                  I mean, it was a little more organized than  
22 that, but they basically spent five days at the Presidio  
23 talking to everybody, and then they -- as I recall, I  
24 think they spent the better part of a second week locked  
25 up in a conference room drafting a -- an initial -- the



1 first thing that they put together was basically a  
2 briefing package so that they could -- that was designed  
3 for Trust senior management, and they did that.

4 They gave a briefing to the Trust senior  
5 management sometime shortly after they completed that  
6 outline and briefing package, and it was apparent that --  
7 that -- you know, their approach -- they had a lot of good  
8 ideas and they had a lot of good input that -- one thing  
9 they did very well was to sort of compare the -- what is  
10 being done in the Presidio with what is typically being  
11 done at other bases all over the United States, because  
12 they work at bases all over the United States.

13 And so that sort of thing they had a very  
14 detailed and sophisticated and apparently accurate  
15 analysis.

16 What they didn't have -- and what I think is  
17 impossible to pick up in five days -- is a really clear  
18 understanding of kind of the administrative and historical  
19 setting of the cleanup program at the Presidio.

20 You know, they -- it was apparent from their  
21 initial briefing stuff that they didn't quite understand  
22 the area MOA with the Park Service. They didn't have a  
23 really clear picture of what the DTSC consent agreement  
24 looked like.

25 They I think had a pretty good understanding

1 of the board order that we operate under the Water Board,  
2 but even that, you know, some of the details were a little  
3 fuzzy.

4 And so what -- what Trust staff found was  
5 that, you know, their -- the fact that they didn't clearly  
6 understand all of the background and the -- including the  
7 various agreements that bind or guide the Trust in what  
8 we're doing, that affected the quality and the usefulness  
9 of some of their recommendations.

10 So the Trust staff has spent a lot of time  
11 carefully reviewing the stuff they're putting together,  
12 and really most of that review seems to focus on, you  
13 know, kind of pointing out that okay, you know, certain  
14 remedies are governed by the area MOA, changing remedies,  
15 you know, that's governed by our consent agreement with  
16 DTSC and the process that we go through and really trying  
17 to make sure that they -- the writers of the report have  
18 all the historic facts, that they clearly understand them  
19 so that the recommendations they come up with are  
20 consistent with all the agreements that we operate under.  
21 That's been a big job.

22 The Trust interviewed -- they produced a  
23 draft report which the Trust staff reviewed and sent  
24 comments back. They produced a revised draft report which  
25 I think came out about two weeks ago, and staff reviewed

1 it again and concluded that it still wasn't ready to -- to  
2 see the light of day, and so they sent a second round of  
3 comments back.

4 So, I mean, that's where we are. It's -- I  
5 don't want to give the impression that it's a crappy  
6 report. They took a fresh look at everything, and that's  
7 really one of the things that we wanted them to do, but  
8 there's such a thing as a look that's maybe too fresh.

9 They had to take a fresh look at the  
10 Presidio operations, but it had to be seen through a  
11 filter of, you know, what's possible and what's legal.

12 MS. PASSERO: I just had one question to  
13 add to that. It seems -- I understand that the MOAs add  
14 certainly another layer to it, but it seems that just the  
15 idea of it also being a national park adds even a much  
16 higher policy layer to it, and so in addition to just  
17 those, you know, agreements, those specific agreements, is  
18 there another screen that it goes through of this?

19 I don't know how many other bases out there  
20 are also a national park and what -- it seems like there's  
21 a lot of policy decisions that go in it.

22 Is that layer -- is that another filter that  
23 they use?

24 MR. FORD: Well, I think the answer is I  
25 don't think there are any other national parks that are

1 made out of military bases that I know of.

2 There are some military bases that have  
3 extremely valuable natural areas that are, you know, being  
4 handled sort of separately from the rest of the base, but  
5 I guess what I'd say as far as -- is that additional  
6 filter reflected in the Booz Allen report, I haven't seen  
7 the draft report in -- I looked at the first draft.

8 That additional layer wasn't in there then  
9 and I would be surprised if it's in there when it comes  
10 out, because I think that's -- that layer is necessary and  
11 that filtering process is necessary, but I see that as,  
12 you know -- the local people have to provide that. The  
13 Trust has got to look at that, the RAB, the Park Service.

14 To me, that filtering -- I don't think Booz  
15 Allen could do a good job of it.

16 MS. PASSERO: I don't want to be overly  
17 critical, either, but I just wonder how meaningful the  
18 report becomes if that's not taken into their  
19 consideration, the recommendations that they come up with,  
20 because it puts the onus back on everybody else to try to  
21 reconfigure it to go -- you're here discussing it.

22 MR. FORD: Yeah.

23 MS. PASSERO: But in general, it seems  
24 like, you know, it causes problems more than helping.

25 MR. FORD: I hear you, and I think a series

1 of judgments are going to have to be made about it no  
2 matter what, but what I see is likely to happen is that  
3 Booz Allen's going to write a report.

4 Their final report will probably have a  
5 whole bunch of recommendations in it, and I'm going to --  
6 let's say they have twelve. I'm going to guess that when  
7 those come out, the Trust and everybody else will look at  
8 those and say, "Okay. Out of these twelve, here's four  
9 that we can do no problem. It's a slam dunk. Let's get  
10 started today."

11 There will be some other number of them that  
12 are theoretically possible, but would need to be  
13 discussed, you know, among all the stakeholders, and there  
14 are probably going to be a few recommendations that people  
15 will look at and say, "No. We're not touching that with a  
16 ten foot pole," and it may -- it's also possible that one  
17 of the stakeholders will look at an option and say, "I  
18 like that option a lot" and the other stakeholders will  
19 say, "No, we don't like that at all," and the debate will  
20 have to happen until we arrive at a consensus.

21 So I believe that -- that filtering process  
22 of really looking at the recommendations and saying,  
23 "Okay. This is not a military base out in the middle of  
24 nowhere. This is a national park in the City of San  
25 Francisco."

1 I think that filtration process is really  
2 important and it is going to happen, but I think it will  
3 probably happen by the -- kind of the choosing of the  
4 recommendations which will be -- that are going to be  
5 acted on, and the ones that are too inconsistent with that  
6 view are probably going to be the ones that get dropped by  
7 the wayside.

8 FACILITATOR KERN: Sara.

9 MS. SEGAL: How much, if anything, do you  
10 know about the mission that Booz Allen was given? I mean,  
11 in terms of efficiencies, is the driving force we have we  
12 don't have enough money to finish the job?

13 MR. FORD: I think the original driving  
14 force, it was actually a fairly narrow scope when they  
15 started.

16 I believe the initial scope that they were  
17 charged with was they look at the program and tell us are  
18 we going to make it, you know, in terms of the finances.  
19 Are we going to have money left over? Are we going to  
20 finish at budget or are we going to go way over budget?

21 MS. SEGAL: Okay.

22 MR. FORD: And from that simple scope, a  
23 lot of other things kind of fell out, one of the other  
24 things that we asked for, okay. If you think we're going  
25 to go over budget, which they did think, can we have some

1 recommendations, you know, for how to get things back on  
2 to budget.

3 MS. SEGAL: Okay.

4 MR. FORD: So the scope kind of grew as  
5 they were doing their initial work.

6 FACILITATOR KERN: Karen.

7 MS. CLEEK: This is kind of a two-part  
8 question, and I'm going to get them both out.

9 Did the -- is the cost of this changing now?  
10 It seems to have gone back to them a couple times for, you  
11 know, major relooks at what they're doing, because it  
12 doesn't look like they quite grasped these various  
13 contractual or legal constraints on the project, and the  
14 other one is that you said something that I thought meant  
15 that they were looking at the types of remedies that were  
16 applied as a way to get back into budget.

17 Did I misinterpret that?

18 MR. FORD: No. That's correct. I think  
19 the answer to your first question is the -- I believe it  
20 was a lump sum contract, basically for them to produce  
21 their -- to do their review and produce the briefing  
22 package and the written report.

23 So I think the revisions are not increasing  
24 the cost.

25 MS. CLEEK: It does sound like the scope of

1 this project changed.

2 MR. FORD: The scope did change. The --  
3 and I don't know what the allocated budget for it is now.  
4 You know, when it was originally started, I think it was  
5 about \$70,000.

6 MS. CLEEK: Yeah.

7 MR. FORD: I know it's more.

8 I do know that at some point quite early on  
9 in the process some additional scope was added, but I  
10 don't think, you know, that they're just running the meter  
11 with -- by the hour for five or six people to edit the  
12 report.

13 MS. CLEEK: I bet they're sorry they're  
14 not, though.

15 MR. FORD: I bet they are, and for your  
16 second question, they -- they were -- part of their final  
17 scope included looking at the remedies and suggesting  
18 alternatives that might save money.

19 So -- now, you know, I don't think they -- I  
20 don't think there are any new technological miracles.  
21 There's no wonderful freshly invented remedies.

22 MS. CLEEK: Actually, I wasn't thinking of  
23 looking for new remedies. I was thinking that maybe they  
24 would encourage them to go with -- encourage like a  
25 capping alternative and trying not to do clean closure as



1 often as maybe the community would want or something like  
2 that.

3 MR. FORD: I'm going to guess that the  
4 final report will probably have some recommendations along  
5 those lines.

6 MS. CLEEK: Okay.

7 MR. FORD: I can tell you when they were  
8 here, one of the things that they kept mentioning is  
9 that -- you know, they were surprised that our plan was to  
10 dig everything up and haul it away, and they kept saying  
11 things like "do you really want to do this? If you were  
12 anywhere else, you'd leave this stuff," and, you know, we  
13 would remind them -- well, you know what? I can tell you.  
14 This is a fact of life in the modern waste business. I  
15 mean, you know, what is done at other military bases is  
16 different than what is done here.

17 MS. MONAGHAN: Yeah.

18 MR. FORD: If this base were out in the  
19 middle of Nevada or Nebraska or almost any other place  
20 other than right here, I'm going to guess we'd be capping  
21 everything.

22 I can tell you every engineer, accountant,  
23 you know, management company that comes in to look at  
24 this, that's the first thing they say. They say, "You're  
25 digging all these landfills up?"

1                   So if the requirement is that -- that you  
2     can't even consider that, you probably don't -- it might  
3     be very hard to find a -- you know, a real engineering  
4     firm that would do work for you, because they have to at  
5     least consider it.

6                   They may recommend it and we might reject  
7     it. That happens enough, but they have to at least  
8     consider it.

9                   FACILITATOR KERN:     Michelle.

10                  MS. PASSERO:     Booz Allen, its main goal  
11     then is cost cutting. I know there are other things in  
12     the report, but its aim would be the cost cutting side  
13     versus the increased revenue side.

14                  Is that -- is that right?

15                  MR. FORD:     Yeah -- well, they looked at  
16     both issues, and I think there are going to be  
17     recommendations for revenue increases in -- you know, in  
18     their finalist of recommendations that some of them will  
19     be, you know, revenue increase.

20                  MS. PASSERO:     So other ways to actually  
21     make money are instead of being forced only to the choice  
22     of shortchanging remedies, but also trying to gain revenue  
23     to help pay for clean closures, potentially?

24                  MR. FORD:     Mm-hmm, yeah. I'm pretty sure  
25     they will have both kinds of recommendations.

1 MS. PASSERO: But they -- I would hope that  
2 if they don't come up with ways to -- ideas on earning  
3 revenue, that the Trust would invest money -- as much as  
4 they're investing trying to cut costs or trying to cut  
5 costs, that they would take equal care to figure out how  
6 to actually gain more revenue, also, to help address the  
7 potential overrun.

8 MR. FORD: I think the Trust should. I  
9 think that's also a message that should be repeated.

10 You know, I can tell you as an organization,  
11 it's -- it's kind of -- it's just like home budgeting.  
12 It's easier to cut than it is to go get another bucket  
13 full of money, so I think in that sense, the Trust is very  
14 much like, you know, any household, that when we're faced  
15 with a budget deficit, the first instinct of the managers  
16 is to figure out where we can cut, cut the outflow.

17 But I agree with you, that it is -- it's --  
18 with this location and just considering all aspects of it,  
19 that, you know, a lot of attention has to be focused on  
20 the other side, as well.

21 So I think raising that point and reminding  
22 the Trust in particular of that frequently I think would  
23 be a good idea.

24 FACILITATOR KERN: I think part of what we  
25 may be concerned about given the timing of the release of

1 the report and the -- and the meeting with the board is  
2 that the input -- the primary input to the board will be  
3 this report, and will that set the tone and then will the  
4 community voice and really the -- the remaining stake-  
5 holders, will there be a way to bring those other voices  
6 to the board level so that just might help mold their  
7 views as equally as a report from an outside consulting  
8 firm?

9 I think that's -- that's my concern, and I  
10 guess, you know, we have to wait and see for -- for the  
11 answer to that.

12 It puts this -- I think the stakeholders in  
13 a position of is it really just an internal process and  
14 why wouldn't Trust board members be partially educated by  
15 meetings such as these, for example, about the details of  
16 the program as we are.

17 MR. FORD: Mm-hmm.

18 FACILITATOR KERN: So --

19 MR. FORD: Well, I think -- I have a couple  
20 of thoughts to add on that.

21 The -- I think it's unlikely that the board  
22 will make a final decision on anything on November 2nd. I  
23 mean, this is -- as far as I know, this is the first time  
24 any of them -- there's actually a board subcommittee.  
25 It's the projects subcommittee. I'm sorry. I didn't find

1 out who -- who is on that, but I can find out.

2 You know, so it -- I will be very surprised  
3 if they arrive at some firm decision that they want to act  
4 on after this, which is really their first contact with  
5 the results of the Booz Allen study.

6 So I think we need to the look at November  
7 2nd as a -- you know, as a fatal date and that you  
8 don't -- if you aren't heard before then, that you'll  
9 never be heard, but by the same token, I would say that  
10 the -- I would encourage the RAB to figure out ways to be  
11 heard by the board.

12 I apologize -- I don't really know the  
13 mechanics of how to do that. I know there is a way,  
14 although the path is not precisely clear to me at the  
15 moment, but, you know, normally the RAB is usually heard  
16 very loud and clear, but, you know, RAB information is  
17 communicated to top management and the board by in large  
18 by the staff, and, you know, we take that responsibility  
19 seriously, and I hope we do a good job at it, but I also  
20 know it's not the same as you guys, you know, transmitting  
21 the message on your own.

22 I mean, if you're doing it, then you can  
23 control the nuance and the level of emphasis, which, you  
24 know, we couldn't necessarily do on your behalf.

25 FACILITATOR KERN: Mm-hmm.

1 MR. FORD: Bob, did you --

2 MR. BOGGS: I guess I had a question on  
3 that that kind of segues this letter into the schedule.

4 Some of what might be in that report may  
5 affect discussions on the cleanup of sites in RAP 3.

6 Are those discussions going to be able to be  
7 had prior to the summit meeting or is it going to have to  
8 be after the board gets their briefing on November 2nd  
9 just after this summit meeting?

10 So I guess what I'm asking is: We've got  
11 this upcoming summit meeting. Is the Trust going to be  
12 prepared to discuss the Booz Allen report at that time and  
13 the ramifications they may have on this program, or is  
14 this summit meeting on the 24th just a place holder until  
15 something can take place after the statement?

16 MR. FORD: That's a tough question. I know  
17 this morning I was in a phone conversation where I was  
18 getting briefed on where the Booz Allen report is and when  
19 it's supposed to be done.

20 I encouraged Andrea Anderson, who's the  
21 Trust counsel who works with remediation -- you know, I  
22 said it would be a lot better if this thing can come out  
23 as a draft before the summit meeting, that everybody -- I  
24 know everybody would like to see it and that everybody  
25 would feel more comfortable if they could see it before a

1 briefing was given to the Trust board.

2 And she said she was going to encourage Booz  
3 Allen to try to get the report ready, but she also  
4 couldn't commit to it.

5 But, you know, I guess I would say I think  
6 the way I would look at this is that the Booz Allen report  
7 and the summit meeting and the Trust board meeting are  
8 all -- they're kind of steps in the process, and I think  
9 they're all important -- all of them are important, but  
10 none of them are absolutely critically important to the  
11 extent that all of the other ones should be shifted around  
12 to adhere to it.

13 You know, I think the -- the summit meeting,  
14 good things can be accomplished there, and, you know, the  
15 accomplishments of the summit meeting will stand even if  
16 the Booz Allen report comes out afterwards, because, you  
17 know, the opinions that are expressed and agreements that  
18 are made, you know, will still be there and the Booz Allen  
19 report can be viewed in light of that.

20 So, you know -- I mean, I know everybody can  
21 look at it differently, but I would -- you know, I  
22 wouldn't -- I think we should have a balanced view of this  
23 Booz Allen report.

24 I don't really think you're going to see  
25 that when the Booz Allen report comes out, that it's going

1 to have twelve recommendations and the Trust is going to  
2 turn around and hold it up and see these are our marching  
3 orders. Everybody get out of the way. We're doing these  
4 twelve right in a row.

5 There's going to be discussion and  
6 express -- preferences expressed about which  
7 recommendations are good and possible and which ones don't  
8 work.

9 So, you know, I -- I think it's going to be  
10 discussed after it comes out.

11 FACILITATOR KERN: Yes. I see Jan and then  
12 Jan and then I would like to actually get into some of the  
13 details in our letter, so --

14 MS. BLUM: George, can you tell me or tell  
15 us the names of the members of the board who are on the  
16 project subcommittee?

17 MR. FORD: I can't. I will --

18 MS. BLUM: Can you e-mail that to us?

19 MR. FORD: I will send you an e-mail. I  
20 should be able to find out tomorrow morning.

21 MS. BLUM: The board of directors will be  
22 having a public meeting on the 19th, so even if we don't  
23 get our hands on the Booz Allen report, to deal with it in  
24 a constructive way at the summit, the purpose of this  
25 public meeting will be to take public comment, so that may



1 be a good vehicle for us, too.

2 MR. FORD: Is it November 19th?

3 MS. BLUM: November 19th, I'm pretty sure.

4 MR. FORD: I think in terms of the summit  
5 meeting, it may be a push to get the Booz Allen report out  
6 by that time. I think there's a pretty good prospect that  
7 it would be on the street by November.

8 MS. CHEEVER: George, we think it's October  
9 19th.

10 MR. FORD: Well, I would still say this  
11 body has -- you guys have been doing a lot of thinking and  
12 you clearly have preferences, and I think it's good to  
13 express those, and there's a -- I mean, if I put my RAB  
14 member hat on, whether it's October 19th or November 19th,  
15 I think you have some well considered opinions to express  
16 and I'd get there and express them, and, you know,  
17 don't -- don't get hung up on the Booz Allen report  
18 because it's -- it will have some effect on this process,  
19 but it isn't going to control it.

20 So -- I mean, I guess that's all I can say,  
21 but the public board meeting would be a great venue to  
22 kind of reiterate the -- the opinion -- you know, the  
23 thoughts that you have in this letter.

24 FACILITATOR KERN: Jan.

25 MS. MONAGHAN: Well, I -- the reason we

1 wrote this letter was to convey our sense or urgency to do  
2 construction next year, and discussing three or four more  
3 rounds doesn't get us down to the RAP 3 split-out and get  
4 work lined up for next year that we're trying to do.

5           So it kind of -- I don't know how else we  
6 can convey our sense of urgency except to do a letter, but  
7 maybe the letter needs to even be stronger than it is now  
8 because it's going to get all mixed up in all this other  
9 stuff and people are going to forget that there's no work  
10 to be done next summer.

11           FACILITATOR KERN: That was occurring to me  
12 almost at the same time that you were mentioning that, and  
13 I'm wondering, George, is there -- one of the ways -- one  
14 of the things that we proposed in here was that there was  
15 a section of eight sites called the Interim Deliverable  
16 Number One that had been already delivered to DTSC.

17           MR. FORD: Mm-hmm.

18           FACILITATOR KERN: They've looked at it.  
19 Those eight sites are pretty good to go. Four of them are  
20 no further action, so that makes those pretty easy. We're  
21 in agreement with those.

22           Of the remaining four that would require  
23 some kind of action, one of those sites, the transfer  
24 station has some -- it's more than just a few scoops.  
25 It's not a really big site, though.

1                   And so the argument that I've heard is that  
2 well, we could take all this effort to put the stuff out,  
3 but we're not going to really do -- we're, you know, only  
4 going to do one thing, and it could set back the rest of  
5 the program because all the effort could then turn to this  
6 Interim Deliverable Number One.

7                   So to respond to that, one of the things  
8 that we looked at were the Baker Beach sites, the large  
9 ones. There are some four sites, Baker Beach 1, Baker  
10 Beach 1A, 2 and 2A.

11                  Without a map, these are just going to be  
12 abstract numbers to some of you that don't know them, but  
13 Baker Beach 1A principally prior to a few weeks ago was a  
14 relatively small site, a few scoops and that would be  
15 done.

16                  It's now turned into something quite a bit  
17 larger, quite a bit not defined and requiring a lot more  
18 investigation.

19                  So one of the things -- yes.

20                  MS. MONAGHAN: Can you explain Baker Beach,  
21 whatever the landfills that have contamination in them?

22                  FACILITATOR KERN: Yes.

23                  MS. MONAGHAN: On the beach.

24                  MS. BLUM: Where people walk and play.

25                  FACILITATOR KERN: Yes, overlooking Baker

1 Beach and basically from the Golden Gate Bridge south to  
2 the actual Baker Beach. All along that strip, the Army in  
3 their time here decided that the expedient thing to do  
4 would be to build an incinerator on the cliff and then  
5 burn a lot of their materials and then dump them over the  
6 cliff towards the ocean.

7 Presumably a lot of that material made it to  
8 the ocean, but much of it hung up, incinerator ash, slag,  
9 dioxins, and heavy metals are in some of those sites on  
10 the cliff sides.

11 They're relatively inaccessible except if  
12 you're one of the people that does hang out on Baker Beach  
13 and walks on the cliff sides, and there are a fair number  
14 of people that do that.

15 There -- there's a considerable amount of  
16 debris that has made its way to the base of the cliffs and  
17 it's also an area for endangered species habitat.

18 MS. MONAGHAN: Thank you.

19 FACILITATOR KERN: So in the clearing of  
20 these waste areas, the Army carefully labeled them -- they  
21 relabeled them at one -- at one time in their history,  
22 they were actually called landfills, and before the public  
23 became involved -- and I have personally seen the  
24 documents -- they were renamed disturbed areas as a way to  
25 possibly camouflage what was being done there, but these

1 are indeed landfill sites that are very worthy of being  
2 cleaned up because of the materials that got dumped over  
3 the cliff there.

4               So in this process of defining what that  
5 material is, there has been some clearing of the sites, of  
6 the brush and the scrub also in preparation for some trail  
7 building work, and in that process, a more extended area  
8 of contamination was found principally along the bluff  
9 tops, not down the cliff.

10              Down the cliffs, there's been many years,  
11 actually, of research done, a lot of testing and at least  
12 two of the four sites, Baker Beach 1 and Baker Beach 2A,  
13 and just as a parentheses side note, Baker Beach 2A wasn't  
14 even a site that the Army originally found or had  
15 identified when they were here. It's only been found in  
16 the last seven years.

17              These two sites have been pretty well  
18 characterized, Baker beach 1 and 2A, and so there's  
19 actually little disagreement about the nature and extent  
20 of the contamination down the face of the cliff on these  
21 sites.

22              So we're recommending in this letter a set  
23 of sites that could be pulled out of RAP 3 that would  
24 include the Interim Deliverable One, the four no action  
25 sites plus the four relatively small sites, Baker Beach 1

1 and Baker Beach 2A, which would be substantial sites,  
2 major cleanup, difficult work, expensive, and we're  
3 proposing in this letter that in order to get the work  
4 done -- all this is non-controversial.

5 Make a decision. Move those sites ahead and  
6 get them ready for construction next year.

7 I understand through my conversations with  
8 all the parties that there's reluctance for a couple of  
9 reasons to do that. One reason I already mentioned is  
10 well, it will be expensive to -- we'll have to write two  
11 RAPs now instead of one, and that by doing this, we still  
12 may incur delays and may not actually get it done next  
13 summer, either.

14 But as a member of the public, it just -- it  
15 reaches a point where it becomes unacceptable to have  
16 multiple years go by without making a decision, and here  
17 are sites that all the parties have agreed to the nature  
18 and extent of the contamination.

19 The possible hangup with our proposal,  
20 though, is within the Booz Allen report, the Booz Allen  
21 team may recommend not cleaning up Baker Beach 1 and 2A as  
22 a clean closure, but in their terminology, to manage it in  
23 place, which is the same thing as --

24 MS. MONAGHAN: Nothing.

25 FACILITATOR KERN: -- do relatively

1 nothing.

2           There could be some minor things done like  
3 put a fence up, put signs "don't climb on here," but  
4 effectively it would remove the area from the public  
5 ability to interact with it effectively.

6           So that's a principal undercurrent in this  
7 letter that I wanted to make sure everybody knew about,  
8 that everybody is well aware that the Booz Allen report is  
9 going to make that recommendation, and if that  
10 recommendation is made to the Presidio Trust board in a  
11 vacuum -- which I don't think it will be.

12           I think Craig and George and staff are  
13 working with their senior management and hopefully will  
14 convey all of these issues to the board.

15           So we think that this proposal is very  
16 reasonable and it could be -- the decision could be made  
17 today, could be made tomorrow and then the RAP could be  
18 proceeded. We can move ahead with it.

19           Decisions can be made, and even more  
20 importantly, the corresponding design documents could be  
21 completed so that there would be construction next season  
22 during the summer.

23           So that's -- that kind of covers paragraph 2  
24 and 3 and 4, because what we say in paragraph 4 is that  
25 all the parties individually have expressed a desire to

1 have construction next summer or next year.

2 I think Trust remediation staff, just like  
3 us, wants to dig this stuff out. They want to see it  
4 moved out. I know the Park Service does.

5 Without question, these are sites in area A,  
6 and if you don't know that distinction, area A is the  
7 outside twenty percent of the Presidio that is managed by  
8 the National Park Service. The Presidio Trust manages the  
9 interior eighty percent of the Presidio.

10 So the Baker Beach sites are in area A. All  
11 the other sites in Interim Deliverable One are area B  
12 sites.

13 So in paragraph number 5, we're actually  
14 asking the Trust senior management -- this is addressed to  
15 Craig Middleton, the executive director -- to get with his  
16 folks and all of the -- and the National Park Service  
17 senior management and resolve any outstanding issues,  
18 namely before you get to the summit meeting, please  
19 resolve the issue surrounding these Baker Beach sites, and  
20 that's the issue that Bob is bringing up and that's the  
21 confounding issue about this report, the Booz Allen report  
22 and the -- the board meeting where this report will be  
23 discussed.

24 So it's an appropriate comment, Jan, I think  
25 that you bring up that it kind of with all these other



1 things in play, it will tend to prevent -- you know, stall  
2 a decision, but along with what George has been saying,  
3 we're presenting a proposal here that is sound, it's  
4 doable and it gives all the parties something -- you know,  
5 something substantial.

6           So I think George is right, too. We have to  
7 get this letter in. We have to work the process as much  
8 as we can so that people understand that if a decision is  
9 just sort of bandied about and people are just wringing  
10 their hands again, we'll lose another construction season  
11 just over that -- that time, of wringing the hands about  
12 the decision.

13           You can wring your hands for quite a while,  
14 actually, and that's the thing where we -- in this letter,  
15 I really want you to consider is it strong enough, as Jan  
16 brings up. Do we say something in a different way. Do we  
17 all attend en mass the board meeting. Do we send this  
18 letter to -- do we ask Craig to forward it on to board  
19 members to communicate -- you know, there's just -- I  
20 don't want to jumble up the letter, either.

21           I do want to get something out. Mark.

22           MR. YOUNGKIN: Paragraphs 2 and 3 --

23           FACILITATOR KERN: Yeah.

24           MR. YOUNGKIN: -- at our committee meeting,  
25 we had a discussion of also not breaking the document up,

1 but taking out the new areas that have been defined in the  
2 last six months or so, eliminating the area of the project  
3 back to some historic, you know, level last year or  
4 something like that, and it was break out a new project  
5 site with a new area of contamination that are causing so  
6 much more investigation and financial -- extra financial  
7 cost.

8 So did you get any feedback on that in your  
9 discussions? Just leave the document intact, but just cut  
10 the -- limit the scope and not let them keep growing like  
11 this --

12 FACILITATOR KERN: I have had some feedback  
13 on that, and there is a desire within the Trust staff to  
14 see if we can still do it all.

15 They have accelerated the sampling on the  
16 bluff tops and that should be happening pretty soon, and  
17 in very rapid fashion, much more rapidly than I think has  
18 really ever been done.

19 A sampling plan came out for this new year  
20 area, and I don't -- I'm guessing that sometime in  
21 October -- I don't know the date that --

22 MR. FORD: The 16th is when they're  
23 scheduled to start.

24 FACILITATOR KERN: The 16th. So there is a  
25 desire, and actually it could be as a part of all this

1 process, and that's again where I have to agree with  
2 George is we don't really know exactly all the influence  
3 that we have, but simply by creating this letter, we are  
4 generating urgency around this project.

5 Craig Cooper certainly knows that. He's  
6 trying to get -- I don't think this will be too much of a  
7 confidence to relay this, but George can tell Craig if I  
8 blew it too much, but Craig got concerned enough with the  
9 shuffling of contractors within their various teams that  
10 he had to have, you know -- the contractor made some  
11 decisions about who they would put on what project which  
12 would have set back all of this by many months and  
13 maybe -- even without anything else that was going on,  
14 delay the project for a year.

15 So he's also managing that part of the --  
16 the project and has since got people put back on the  
17 appropriate projects.

18 He's really trying to accelerate this whole  
19 project, keeping it all together. I think that's a major  
20 desire that Craig Cooper has because of the -- the costs  
21 involved.

22 He also knows from all of our discussion  
23 that despite his best efforts, there will have to be a  
24 drop dead date that -- after that date, are you going to  
25 do it or not? What are you going to do?

1                   So the person that has that responsibility  
2   that everybody's relying on, no matter what the board  
3   says, no matter what Craig Middleton, Jeff Deis, they all  
4   come back to Craig what can you do?

5                   Because he knows the most about the program,  
6   and they are going to rely on his best judgment. They  
7   have to. He's the manager.

8                   So he's going to try to still keep the whole  
9   package together, I think.

10                  This document still has to go out and it's  
11   still -- I think we've got a very sound -- we've got  
12   something that will work right now today. The decision  
13   could be made. No more hand wringing.

14                  The problem with the sampling plan is the  
15   data will come back; it will create more questions. It  
16   could go on and on and on. We'd never get a decision.

17                  So maybe he asked to see what that data  
18   says, and I know it's totally rambling and I hope people  
19   are even partially getting what I'm just rambling on  
20   about, but -- so that's the other element of Craig as the  
21   program manager trying to get RAP 3 through intact, and  
22   what would that do?

23                  Instead of the ten sites, it would be all  
24   thirty sites, and then that decision would be made and  
25   then off to the races on thirty sites instead of the ten

1 that we're looking at.

2 The risk is -- yeah, John, go ahead.

3 MR. BUDROE: No.

4 FACILITATOR KERN: I guess the risk is if  
5 we -- we don't continue this really constructive pressure  
6 with good ideas, that doesn't give Craig the -- you know,  
7 what to risk.

8 I mean, he's risking not getting anything  
9 done, but I think he's trying to accelerate it in good  
10 conscience and get a lot more done, which is what we want,  
11 too.

12 He's going to know more about it, the last  
13 detail than we are. We have to kind of give him that  
14 leeway as the manager of the program, and yet he's going  
15 to hear all of this stuff that we're saying. He's got to  
16 hear all of these minds in unison, in chorus saying, "Make  
17 this decision now. Get something done." I'm sure he's  
18 hearing that.

19 John.

20 MR. BUDROE: Okay. Well, my sense of what  
21 we're saying in paragraph 3 is if you can speed up RAP 3  
22 so that you can actually get construction done in 2007,  
23 fine. If you can't, then think about taking this  
24 alternative pack and pulling those sites out and creating  
25 a separate RAP.

1 I mean -- you know, because there's going to  
2 come a point in time where you're going to soon going to  
3 realize when you can do it or you can't, and that's  
4 essentially all we're doing is essentially lighting a fire  
5 under them and pointing this out to them and saying, "This  
6 is the mark you have to hit," so --

7 FACILITATOR KERN: Michelle --

8 MS. PASSERO: I --

9 FACILITATOR KERN: Ed, sorry. I missed  
10 you.

11 MR. CALLANAN: It seems to me after all the  
12 discussion -- this goes back to the whole purpose of  
13 creating the Presidio as a national park for the enjoyment  
14 of the people, and here, if you don't do the work, you  
15 have two alternatives: One is that you prohibit the  
16 public from using the park or exposing them to some  
17 dangerous chemicals.

18 So in order to meet the policy for the  
19 creation of the park, I think you have to move forward and  
20 then obviously there's not enough money, so something may  
21 have to be sacrificed elsewhere if you're going to meet  
22 the objective at the creation of the Presidio as a  
23 national park.

24 Maybe that's too simple, but that's what --

25 FACILITATOR KERN: No, I don't think so

1 MS. MONAGHAN: That's why we're here.

2 MR. FORD: It's got a certain elegance to  
3 it.

4 MS. PASSERO: Connected to that, I have a  
5 thought on an additional sentence to add. It would be  
6 paragraph 6, so the second to last paragraph, and it would  
7 be the last sentence.

8 I mean, you can change the wording of it,  
9 but hopefully you get the gist. While we appreciate the  
10 Trust's efforts to find any ways to minimize cost, just as  
11 much effort should be invested in finding ways to raise  
12 revenue to cover any cost overruns since the Presidio's  
13 not only an Army cleanup site, but a national park, and so  
14 that kind of speaks to -- I mean, I don't know if it  
15 detracts from the letter, but that's one of the other  
16 issues that's in here.

17 FACILITATOR KERN: Well, it's definitely  
18 the flip side of that last sentence in that.

19 MS. MONAGHAN: A positive ending.

20 FACILITATOR KERN: Yeah. It is positive.

21 MS. PASSERO: The other question is can we  
22 cc -- if we're trying to reach out to other people, are we  
23 going to try and get some of the subcommittee board  
24 members?

25 FACILITATOR KERN: What do you think,

1 George, about if we're addressing it to Craig, what do you  
2 think about the board members?

3 MR. FORD: That's an interesting question.  
4 I mean, I get the -- there's no secret about who's on the  
5 board. I mean, they are -- they're public member -- you  
6 know, their names are public, so -- I mean, I guess off  
7 the top of my head, I don't think there is any problem  
8 with that.

9 I guess what I would also say is can you  
10 give me about twelve or fourteen hours on that and --  
11 basically what I would do is -- I'll reply by e-mail.

12 What I will do is check and find out is  
13 somebody going to get pushed out of shape. I don't want  
14 to advise you that -- you know, I think it would be fine  
15 to cc the board members, but if there's somebody else in  
16 the chain who would come unglued, I would want to tell you  
17 that before you cc the board.

18 I don't think there is, but I would just  
19 like to check.

20 MR. YOUNGKIN: We've never done it before,  
21 I don't think. For some reason.

22 MR. FORD: I mean, I think you would cc  
23 them through the Trust. I don't think you want to send  
24 letters to their home, but if you cc through the Trust,  
25 you know, I know -- if you do it, I know the Trust will



1 circulate it to the board members.

2 So I'm pretty sure there's no problem with  
3 that, but since it hasn't been done before, I would like  
4 to make a couple of phone calls tomorrow morning.

5 FACILITATOR KERN: Yeah. I think that  
6 would be good.

7 MR. FORD: I'll check on that and then --  
8 and then either I'll call back or e-mail a reply.

9 MR. CALLANAN: I'd be kind of cautious of  
10 that. I served on the Lottery Commission for 26 years and  
11 we've had similar situations and people wrote to the  
12 commission, you know, cc rather than directly to the  
13 library and that created an awful lot of consternation in  
14 the administration almost to the point of revolt, you  
15 know, why should -- you know, the public has a right to  
16 contact public officials, but where you have an  
17 administrator who reports to a board and you go over their  
18 head in effect, you create some resentment, I think.

19 I don't know how Craig would feel about it,  
20 but that's my experience.

21 FACILITATOR KERN: I think we would almost  
22 need to know from Craig in advance who had read the  
23 letter -- Craig Middleton or someone close to him, whether  
24 it would be even appropriate. You know, I kind of agree  
25 with Ed on that. It's risky.

1 MS. MONAGHAN: The other thing we could do  
2 is send it to Craig Middleton, and if he thinks this is  
3 something that should get a wider audience, we could do  
4 another opening paragraph and send it out to other people.

5 FACILITATOR KERN: Yeah. We could get  
6 feedback from Craig.

7 MR. CALLANAN: It might even be more  
8 effective if Craig reads this for him to send a letter to  
9 members of that committee saying he's received this  
10 information, he concurs in certain aspects of it.

11 FACILITATOR KERN: That will be even  
12 better.

13 Let me ask some folks who haven't said too  
14 much tonight.

15 Any word, Brian, from your agency about how  
16 this would be received?

17 MR. ULLENSVANG: I think it will be  
18 received well. Our -- my management's concerned about  
19 getting projects done.

20 I think we're anxious that if it does its  
21 part, there is a risk that part or all of it will get  
22 slowed down, but there is a sense of urgency to get  
23 something done next year, and that is probably the  
24 strongest issue right now.

25 We feel very strongly about the Baker Beach

1 sites, and to the utmost that they need to be put in the  
2 project, but this does that, so we could go either way, as  
3 long as something gets done.

4 FACILITATOR KERN: Bob, your agency.

5 MR. BOGGS: I forwarded a draft to my  
6 supervisor and it actually parallels what -- where we  
7 stand on this issue.

8 We'd like to see some work get done. We see  
9 the RAP 3 -- the Baker Beach site as pivotal to expediting  
10 this process and really to the extent that the Booz Allen  
11 report and upper management between the Trust and the Park  
12 Service can come to resolution on how they'd like to  
13 handle the Baker Beach sites, my management wants to  
14 expedite the work as fast as possible.

15 FACILITATOR KERN: Devender, any -- any  
16 thoughts about how this letter and -- I know it doesn't  
17 directly address the petroleum sites, but as a regulator  
18 and someone --

19 MR. NARALA: Yeah, it looks good. I said  
20 mostly with RAP 3, I sort of look at DTSC for their major  
21 input and -- but what I read here, it looks like a good  
22 thing.

23 We also are for getting it done.

24 FACILITATOR KERN: Well, we have a couple  
25 of changes, then. We have the first paragraph, changes

1 that Julie made or recommended in collaboration with Karen  
2 and Michelle. We're moving the first sentence -- the last  
3 sentence to the first, but adding the opening part, and  
4 Julie has much of that order.

5 MS. CHEEVER: Would you like me to read it?

6 FACILITATOR KERN: That will be good,  
7 because I guess it would be an appropriate time unless  
8 there are other thoughts at this moment to see where we  
9 stand on this letter, summarizing it with modifications  
10 and --

11 MS. CHEEVER: I just had -- we could say  
12 "we" in the first question. As the October 24th, 2006  
13 summit meeting on the remediation program approaches, we  
14 are writing to urge positive action on completing RAP 3  
15 and removing CERCLA related contamination from the  
16 Presidio during the 2007 construction season. At the  
17 previous summit meeting in June" -- it was June, isn't it?  
18 "slow progress on remedial action plan -- RAP 3  
19 action," -- that should be spelled out the first time --  
20 "was cited as a major stumbling block. Community members  
21 and Presidio Restoration Advisory Board are concerned that  
22 another construction season will pass without substantial  
23 progress on CERCLA cleanups."

24 FACILITATOR KERN: And then there hasn't  
25 been too much comment on the middle paragraphs, and then

1 at the very end, we have an additional sentence from  
2 Michelle regarding that we would appreciate the Trust's  
3 efforts to investigate cost cutting strategies -- I'm  
4 paraphrasing, probably.

5 MS. PASSERO: I mean, I can just give this  
6 if you want it just for --

7 FACILITATOR KERN: Could you read it one  
8 more time?

9 MS. PASSERO: "While we appreciate the  
10 Trust's efforts to find ways to minimize costs, just as  
11 much effort should be invested in finding ways to raise  
12 revenue to cover any cost overruns since the Presidio is  
13 not only an Army cleanup site, but a national park."

14 FACILITATOR KERN: Are there any other  
15 comments on the letter?

16 MS. CHEEVER: I have just a teeny  
17 suggestion about that. From someone who is reaching the  
18 Trust in general, when you say "revenue," it sounds like  
19 revenues from rent or something lying that. Raise  
20 revenues from cost overruns of the restoration.

21 MS. PASSERO: For the restoration program,  
22 sure.

23 MS. CHEEVER: We want specific revenue for  
24 cleanup.

25 MS. MONAGHAN: Or additional sources of

1 funds for the revenue program rather than revenue.

2 MS. PASSERO: I was going to give this to  
3 you, Doug. I had "to raise additional funds to cover any  
4 cost overruns for the remediation program, since Presidio  
5 is not only an Army cleanup site, but a national park."

6 MS. CHEEVER: Also, this is the end of the  
7 very last paragraph or second to last?

8 MS. PASSERO: Second to last.

9 MS. CHEEVER: Okay.

10 FACILITATOR KERN: Would it be -- do people  
11 feel comfortable with the letter as amended? And if -- if  
12 people do, then I would encourage someone to make a motion  
13 to that effect.

14 MR. CALLANAN: I'll so move.

15 MR. BUDROE: Second.

16 FACILITATOR KERN: Is there any further  
17 discussion about this letter as amended?

18 MS. PASSERO: I'm just counting how many  
19 people we have.

20 MS. SEGAL: We have enough people, twelve.

21 FACILITATOR KERN: Yeah. That would be  
22 enough.

23 And then we had George Deis and Julie  
24 consent their approval to me. So I think we would have  
25 thirteen people.

1 Is there any further discussion about the  
2 motion or about the letter?

3 MS. CHEEVER: I would like to call for a  
4 vote.

5 FACILITATOR KERN: Very good. All in favor  
6 of approving this letter and sending it to -- as amended  
7 to Craig Middleton, raise your hands. Thirteen. Against?  
8 Then the motion carries. The letter will be  
9 sent.

10 Thanks to everyone over the past couple  
11 weeks for all their input over this.

12 And I suppose maybe given how the  
13 conversation went about cc's to the board members,  
14 maybe -- unless people think otherwise, I guess sending it  
15 to Craig, seeing if he would forward it to board members,  
16 I mean, after we -- you'll have to get a read. Somebody  
17 will have to get a read.

18 MR. FORD: Well, I'll call tomorrow morning  
19 and see if there's a protocol that I didn't know about,  
20 and if there is no protocol, I'll try to get the opinion  
21 about -- how would it be viewed.

22 FACILITATOR KERN: Very good. Well, thanks  
23 for all that discussion, and for the nice work product.

24 For the summit meeting, then -- I know we're  
25 about fifteen, twenty minutes to go on our agenda -- would

1 principally be to review the commitments that were made.

2 I'm currently in the process of writing a  
3 document that evaluates all of those commitments and what  
4 progress has been made. Unfortunately it's not ready for  
5 us to review tonight.

6 I will try to get it out in advance of the  
7 RAB meeting -- for the summit meeting, which is on the  
8 same night as the RAB committee. So my hope is within a  
9 week.

10 We would also look at -- as this letter  
11 says, to how will the team get RAP 3 signed and done so  
12 that we do construction on enough projects that  
13 everybody's happy with, and that's going to be the  
14 principal focus of the meeting and that should take the  
15 time.

16 Now we're also proposing in our letter that  
17 the Park Service and the Trust meet separately, perhaps in  
18 the morning of the 24th, and that we might meet in the  
19 afternoon as a full summit.

20 So I'm still kind of waiting to hear back  
21 from -- we've been floating this idea, and I don't know if  
22 that's happening or not, really, so --

23 MR. ULLENSVANG: I don't know, either. I  
24 know my management's available, but I don't believe that  
25 they have had a conversation.



1 MR. FORD: Yeah. I don't know about that,  
2 either, so --

3 FACILITATOR KERN: Well, Craig Cooper knows  
4 about this idea, so I guess it will be up to those of us  
5 to kind of keep asking whether that's going to happen.  
6 He's a busy guy.

7 All right. Let's take -- unless there are  
8 other questions about the summit meeting, it's approaching  
9 in two weeks. There's not much time, but there's plenty  
10 to talk about.

11 Basically all the same stuff that we have  
12 talked about tonight. We would be prepared with, you  
13 know, just a couple of maps to show senior management of  
14 all the agencies what the RAB proposal is in this document  
15 and discuss all that, the advantages of doing that.

16 So I intend to come prepared to do that to  
17 that meeting.

18 Let us move on, then, unless there's any  
19 other comment on the letter or the summit meeting, to  
20 membership, and --

21 MS. SEGAL: Can I just ask one quick  
22 question?

23 FACILITATOR KERN: Yes.

24 MS. SEGAL: It's back to Booz Allen and the  
25 topics of the last summit meeting.

1                   You talked a lot about lessons learned and  
2 what worked and what didn't.

3                   Did that -- did that information get  
4 filtered into the Booz Allen folks? Do we know? I mean,  
5 because I thought there was a lot of work you did on that  
6 in terms --

7                   MR. FORD: Well, I know that some of it did  
8 in that the conversations that Craig and I had with Booz  
9 Allen when they were interviewing us, we told them, you  
10 know, what -- what we found works and what doesn't work.

11                   Now, I don't recall the -- I don't think we  
12 had a written -- at that point a written, you know,  
13 lessons learned that we gave them.

14                   MS. SEGAL: Okay. It just laid the  
15 foundation at the first summit meeting, I thought, was one  
16 of the topics that was going to be sort of thrown out to  
17 all the different agencies.

18                   FACILITATOR KERN: It was definitely  
19 something that we wanted to begin assembling and using to  
20 inform --

21                   MS. SEGAL: I don't want to lose that kind  
22 of effort, not for this summit. Of course not for this  
23 summit, but I thought that there was a lot of discussion.  
24 It might be a useful tool.

25                   MR. FORD: Actually, the Trust staff have

1 been in the process of collecting lessons learned. I  
2 think it's been kind of a -- from the ground up kind of  
3 effort so far in that we've asked project managers to put  
4 together their own lists of dos and don'ts that they found  
5 on the project, but I know that the plan is -- it will  
6 eventually get to kind of a policy at planning level, you  
7 know.

8                   It will get up beyond the level of huge  
9 orange cones for this kind of truck and red cones for that  
10 kind of truck.

11                   MS. SEGAL:    Okay.

12                   MR. FORD:    We're working on that, but there  
13 isn't -- there isn't a work product yet.

14                   MS. SEGAL:    It just seemed that that -- you  
15 know, in terms of what -- what the response of what the  
16 Booz Allen report's going to say and how that might drive  
17 some decisions, the flip side of that also is the work  
18 that's been done and the lessons learned on realtime  
19 issues.

20                   Okay.    Thanks.

21                   MS. PASSERO:   One other question.  If the  
22 board meetings's on the 19th, which is next week.

23                   MS. BLUM:    It is the 19th for sure.

24                   MS. PASSERO:   Presumably if the RAB members  
25 go to that, each will be speaking as individuals instead

1 of on behalf of the RAB, and so the question is -- I don't  
2 know if we have time to do this, but if there's a  
3 consolidated version of the letter, just talking points  
4 that could -- that someone on behalf of the RAB community  
5 members could stand up and speak to, you know, and we  
6 would want to do that in advance of the Booz Allen report  
7 or is there something that we would like to do sooner than  
8 later, you know? That's an idea.

9 FACILITATOR KERN: To me -- and I don't  
10 know what the agenda for that board meeting is.

11 So one of the things to consider is if the  
12 agenda's way over here and during public comment we're  
13 talking about something over here, it could be like what  
14 are you bringing that up for?

15 Because we're talking about X and you're  
16 talking about Y, but I think we could preface any of our  
17 comments. We understand that your meeting was about this,  
18 but you have decisions that you need to make about this,  
19 and we could still make our points.

20 My -- I think we should -- we should do it.  
21 This could be distilled down into a few points, but I'm  
22 open to what other people think about them.

23 Bob.

24 MR. BOGGS: Well, there may be some  
25 difficulties since they haven't been presented with the

1 Booz Allen report yet and they're not being really made  
2 aware of it, talking to that at all might be extremely  
3 confusing to them.

4 Talking about the need of expediting the  
5 remediation program, I'm sure they're aware of the  
6 remediation program going on, so if your comments were  
7 more general in that extent, I think they would be  
8 effective to that extent, but you might want to be careful  
9 with bringing up an issue that they haven't been presented  
10 with yet.

11 FACILITATOR KERN: Good point.

12 MS. CHEEVER: I have -- a lot of comments  
13 are going to be the public health service project.  
14 However, this is an important project, too. So there's  
15 nothing wrong with bringing this up. They might even be  
16 glad to hear about them.

17 MS. CLEEK: Isn't that also part of the  
18 public comment, that things that aren't necessarily on the  
19 agenda that you can think forward? That was one thing I  
20 wanted to say.

21 The other is the letter will be in Craig  
22 Middleton's hands before the 19th meeting.

23 FACILITATOR KERN: Absolutely.

24 MS. CLEEK: So at least they'll know that  
25 the RAB has a position on it out there. Without having

1 to, you know, say specifically to the Booz Allen report.

2 You can address the RAP 3 issue and  
3 construction not being held up for another year, and I  
4 think it would be a good idea if one or more people can  
5 make that meeting.

6 FACILITATOR KERN: I agree with the  
7 comments that have been made, particularly keeping it  
8 rather general. They may not understand the -- the  
9 nuances of some of the -- like the recommendation that we  
10 made may be lost on them about Interim Deliverable One and  
11 things of that nature, so -- but what we could say is we  
12 have presented a plan for accelerating this process and  
13 we've presented it to senior staff.

14 We hope that you inquire and give it your  
15 support, something of that nature. Yeah.

16 MS. BLUM: One technique that I have  
17 observed that's been very helpful for the board is to have  
18 us be prepared to give copies to Monatel Matoul of our  
19 letter at the board meeting because they're flooded with  
20 as much people as you can imagine.

21 If they're prepared to read it and ask  
22 questions, they would have a copy of this letter in their  
23 hand and that will maybe get around this issue of who  
24 should be cc'd or in addition to, but I would definitely  
25 recommend that the spokesperson take a copy of the letter

1 to the board meeting as sufficient for every board member.

2 That seems to work very well in getting  
3 information in front of them.

4 FACILITATOR KERN: Well, since I have been  
5 working with all of you to -- what I would do then is  
6 maybe present this in bullet points as talking points.

7 We'd have a copy of the letter to bring, and  
8 then it would be really useful to know those of you who  
9 intend to come and who would want to participate.

10 I don't think we need to orchestrate too  
11 much about who would say what, because generally speaking,  
12 I think everybody's on the same page and could speak to  
13 the subject equally well.

14 All right. Anything else on this subject?

15 Let's move to the latest in our membership  
16 drive.

17 MS. MONAGHAN: Well, the last two weeks  
18 I've received two more applications of people that are on  
19 our list. People are sending me their updated  
20 application, so we have nineteen people still that are  
21 potential new members.

22 With the idea that we would go through a  
23 review process with the applications and update our  
24 information on them and then make a selection by December  
25 so they could become new RAB members in January.

1 FACILITATOR KERN: And did we decide on a  
2 day that the committee meeting that we would have --

3 MS. MONAGHAN: I thought we would talk  
4 about that. I have most people's e-mails now --

5 FACILITATOR KERN: Okay.

6 MS. MONAGHAN: -- and phone numbers, I  
7 definitely can call, but we talked about trying to do  
8 something on the 24th.

9 I mentioned that to a couple people, but I  
10 know everybody's overwhelmed with what's going on right  
11 now, if we have time to prepare for it.

12 FACILITATOR KERN: I -- my personal feeling  
13 is it would be a great time -- it would be a really  
14 motivational time to not only talk about this essential  
15 and urgent issue, but bring on new folks and get their  
16 opinions about it.

17 MS. MONAGHAN: Okay.

18 FACILITATOR KERN: And I would enjoy  
19 hearing any thoughts when those of you that are here  
20 tonight.

21 Would you be able to make a meeting on -- in  
22 two weeks that would review the summit meeting and then  
23 also you'd get to know some of us maybe a little bit more  
24 informally?

25 MS. MONAGHAN: It would be a meeting at the



1 facilities building at 1750, which is over by Baker Beach,  
2 and that room's got a little bit better lighting.

3 It's got maps on the wall so you can talk  
4 about things here. The remediation department is in that  
5 building, so it makes it easy. We can go clean George's  
6 office for him while we're there.

7 MR. FORD: You need an industrial vacuum.

8 FACILITATOR KERN: Review George's Tonka  
9 truck collection.

10 MR. FORD: Yeah. Those need to be  
11 vacuumed, too.

12 FACILITATOR KERN: Well, not hearing any  
13 objections -- and I don't want to put anybody on the spot.  
14 It seems like that feels like the right thing.

15 Any opposition to that kind of an idea?

16 All right. We'll proceed ahead.

17 MS. MONAGHAN: Okay.

18 FACILITATOR KERN: Any comments from our  
19 two regulators tonight on any other subjects?

20 MR. BOGGS: No. I think we're getting  
21 close to the end of the meeting here and there's -- I  
22 think the big issues that are facing us we've discussed.

23 MR. NARALA: The commissary PX  
24 construction, remediation is going on right now.

25 FACILITATOR KERN: Right. And that pit has

1    been open for sometime.

2                   What's the latest on the commissary?

3                   MR. NARALA:   Well, what I thought about is  
4    they did some -- they found something in there that they  
5    didn't expect before, so different black layer. They did  
6    more studies on it, so we have more studies on it.

7                   I think there's a meeting on Thursday at one  
8    o'clock.

9                   FACILITATOR KERN:   Okay.

10                  MR. NARALA:   So we'll talk more about it.  
11    if you're available.

12                  FACILITATOR KERN:   For those of you that  
13    are hearing this for the first time, over at the  
14    commissary, you may have driven by there and seen fencing.

15                  There was evidence of some petroleum-type  
16    contamination there. An initial excavation was done, and  
17    instead of total petroleum hydrocarbon gas fraction, other  
18    things were found.

19                  It was not a fluid layer, but kind of a  
20    crushed asphalt-type layer, and so the Trust investigated  
21    a -- and there were a couple layers, so they suggested the  
22    two suspicious layers and the layers in between and I  
23    guess there are results coming out.

24                  MR. NARALA:   We have the results that we  
25    will discuss Thursday.

1 FACILITATOR KERN: Very good. Any new  
2 business or public comment?

3 Any final comments for the good of the order  
4 before we close tonight, then?

5 Thanks to everyone for coming out, and  
6 without objection, the meeting's adjourned.

7 (The meeting adjourned at 8:58 PM).

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1 STATE OF CALIFORNIA )

2 COUNTY OF SAN FRANCISCO )

3 I, the undersigned, hereby certify that the  
4 discussion in the foregoing meeting was taken at the time  
5 and place therein stated; that the foregoing is a full,  
6 true and complete record of said matter.

7 I further certify that I am not of counsel or  
8 attorney for either or any of the parties in the foregoing  
9 meeting and caption named, or in any way interested in the  
10 outcome of the cause named in said action.

11  
12 IN WITNESS WHEREOF, I have  
13 hereunto set my hand this

14 17th day of October,  
15 2006.

16   
17 Mark I. Brickman CSR No. 5527  
18  
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PRESIDIO RESTORATION ADVISORY BOARD MEETING

EXHIBIT 10110101

REPORTER'S TRANSCRIPT OF PROCEEDINGS  
TUESDAY, NOVEMBER 14, 2006  
OFFICER'S CLUB, BUILDING 50  
PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR  
License No. 5527



## ATTENDEES

RAB Members:  
Doug Kern, Facilitator  
Craig Cooper  
Brian Ullensvang  
Mark Youngkin  
Bob Boggs  
Devender Narala  
George Dies  
Gloria Gee  
Julie Cheever  
Sam Berman  
Jan Monaghan  
Julian Hultgren  
John Budroe  
Jan Blum  
Edward Callanan

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BE IT REMEMBERED that, pursuant to Notice of the Meeting, and on November 14, 2006, at the Officer's Club, Building 50, Presidio of San Francisco, California, before me, MARK I. BRICKMAN, CSR No. 5527, State of California, there commenced a RAB meeting under the provisions of the Presidio Trust.

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## AGENDA

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1) Welcome and Introductions - Mark Youngkin	4
2) Agenda Discussion and Approval:	6
3) Announcements and Old Business - None	
4) Old Business & Committee Report:	6
5) Discussion Topics:	
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6) Regulatory Agency Comments - None	
7) New Business & Public Comment:	94
8) Adjournment:	98

1 MR. YOUNGKIN: Good evening. Should we go  
2 ahead and start? Our facilitator, Doug Kern is on the  
3 way. He's hung up in traffic, so we'll go ahead and start  
4 and do our introductions and things till he gets here.

5 This is the regularly scheduled meeting of  
6 the Restoration Advisory Board of the Presidio of San  
7 Francisco. We meet once a month in our regular meeting on  
8 the second Tuesday, and we also have a second meeting, a  
9 committee meeting, on the fourth Tuesday of every month.

10 This is our formal meeting, and my name is  
11 Mark Youngkin. I'm the community co-chair. I've been  
12 community co-chair since 1997, and I'm a resident. I live  
13 at Presidio and Clay.

14 I'm a geologist, and I work in the  
15 environmental business, so I'm very active there at the  
16 Presidio.

17 And why don't we go ahead and do a round of  
18 introductions, since we have some new people here? And  
19 this way.

20 MS. GEE: Okay. I'm Gloria Gee, and I'm  
21 also a community member. I've been involved about over --  
22 approaching four years, maybe, and what else? I'm  
23 actively retired, but my previous occupations were in,  
24 what? Planning at UC-Berkeley and as an international  
25 economist, and that's it.

1 MS. BLUM: My name is Jan Blum. I'm a  
2 community member of the RAB. I have been since 2002, an  
3 active volunteer in restoration on the Presidio, and an  
4 advocate for open space and active in several groups that  
5 lobby the Presidio for continuing to develop open space.

6 MS. MONAGHAN: Okay. I'm Jan Monaghan, and  
7 I'm the facility manager doing corporate relocation work  
8 right now, and the -- I've been on the RAB since the  
9 beginning, which is fourteen years or something.  
10 Ridiculous.

11 Anyway, I've been here, and I'm on the  
12 membership committee. I know all the new visitors here  
13 today.

14 MR. HULTGREN: I'm Julian Hultgren. I'm a  
15 retired attorney. I've been on the RAB for probably about  
16 six or eight years. I can't remember now. Community  
17 member, and that's it.

18 MR. BERMAN: I'm Sam Berman. I'm a  
19 community member. I'm a physicist in my training, and  
20 I've been a member of the RAB since 1997.

21 MR. BUDROE: John Budroe, community member;  
22 work for the State of California as a toxicologist. I've  
23 been on the RAB for about four years now.

24 MR. NARALA: Devender Narala. I'm in the  
25 State of Water Board California office. I'm a registered

1 civil engineer in California and Hawaii. I've been mostly  
2 doing the underground storage tanks work at the Presidio  
3 for about a year.

4 MR. COOPER: All right. My name is Craig  
5 Cooper. I work for the Presidio Trust. I'm the  
6 remediation program manager, and I've been working for the  
7 trust -- actually, this month makes five complete years.

8 FACILITATOR KERN: Hello, I'm Doug Kern.  
9 Sorry I'm late. I'm a community member. I've been on the  
10 board since 1994, a geophysicist by training, and do  
11 environmental restoration education here at the Presidio.  
12 Welcome Everyone.

13 MR. ULLENSVANG: Brian Ullensvang with the  
14 park service. I'm an environmental engineer working in  
15 the environmental programs office for GGNRA.

16 FACILITATOR KERN: Very good. Does  
17 everyone have an agenda? Are there any changes, additions  
18 to the agenda?

19 Seeing none, we'll move ahead. Are there  
20 any announcements? Any old business? Then committee  
21 report.

22 The committee report is kind of brief this  
23 time, because we mainly discussed the recap of the Summit  
24 meeting that was held on the 24th, and I believe we're  
25 going to talk about that again tonight. Yes, we are. So

1 that was the majority of the meeting.

2 And then the second topic we talked about  
3 was the membership drive. So we're going to talk about  
4 that more tonight, too. I think that's going to be  
5 covered tonight.

6 Very good. So we're ready to go with item  
7 number 5, the quarterly projects and financial status  
8 update.

9 Craig, are you ready?

10 MR. COOPER: I'm ready. I've got  
11 everything working here. So again, my name is Craig  
12 Cooper, and I'm going to guide you through an overview of  
13 the Presidio remediation program for our CERCLA sites, our  
14 petroleum sites, and our lead based paint program.

15 I've been asked by the RAB to provide this  
16 overview every three months quarterly, and so it's meant  
17 to be very informal, especially for the new RAB members.

18 In fact, we brought a poster board of all of  
19 the remediation sites -- I should say the potential new  
20 RAB members. You can bring that closer to you all or  
21 something like that, because I'm going to be talking about  
22 various sites. Thanks, Doug. All over in the Presidio.

23 It's a way to -- it's a way to get you  
24 familiar with at least in general where we're talking. I  
25 know the current RAB members know exactly, you know, where

1 these sites are located. So -- yeah. Thanks, Jan.

2 Okay.

3 Without further adieu, we'll get started.

4 Oh, and then after I do a projects update, then I'll talk  
5 about -- I've got a financial update, but feel free to ask  
6 questions at any time.

7 So the first set of projects I'm going to  
8 talk about are called CERCLA, which is a big fancy acronym  
9 basically for hazardous substance sites. And also CERCLA  
10 is the federal Superfund law, but that's just the federal  
11 law that we use to guide our investigation, our evaluation  
12 and our cleanup for sites where chemicals have been  
13 spilled to the ground or surface water or groundwater.

14 So our first grouping of CERCLA sites is at  
15 landfill four and fillsite 5. You can find that over on  
16 the western side of the Presidio.

17 A RAP is a remediation action plan, so we  
18 have RAP number one. Remediation plan is the regulation  
19 decision document that decides what the remedies are for  
20 these two sites.

21 We conducted clean closure, which is  
22 complete excavation of removal of the waste, and these  
23 sites are now in the monitoring ground. And as you can  
24 see, the groundwater of both landfills have been reduced  
25 according to the rules set up by the remediation action

1 plan.

2 With some exceptions, there's a couple of  
3 wells at each site where we're getting some sporadic  
4 detections that we need to keep our eye on a little bit  
5 longer, so we know what's going on in those particular  
6 wells.

7 But so far, overall, the clean closure was  
8 successful, the groundwater -- the groundwater appears to  
9 be just fine, and we're just checking a few things.

10 There is a report that the trust hopes to  
11 release in December regarding some backfill soil that we  
12 imported to both of these landfills and to kind of fill in  
13 some low spots here and there. And after importing that  
14 soil, we found that it may have been -- may have contained  
15 a pesticide called chlordane from the source that we got  
16 it from.

17 We've actually now tested all those --  
18 these two sub areas. In fact, the former landfills to see  
19 if there was any chlordane in those soils, and the one at  
20 landfill four definitely has some detections that we need  
21 to talk to everybody about. So we definitely need to get  
22 that report out the door and so we can decide what to do.

23 Remedial action number two contained three  
24 CERCLA sites. The first one I want to talk about is  
25 fillsite 6A, which is right over here in the main post



1 area. It's the one -- that valley that's created  
2 off of Lincoln Boulevard, and that one is ground --  
3 groundwater monitoring is still going in general. It was  
4 a clean closure remedy at that site, as well, and  
5 groundwater monitoring is generally up to three years  
6 after we do clean closure, and so we're like in year one  
7 to two time frame at fillsite 6A.

8 Groundwater monitoring so far looks really  
9 good at this particular site, and we were doing some  
10 surface water monitoring as well while the construction  
11 was going on and during post construction activities.

12 That's under a permit that we get from the  
13 Water Board, actually. It's a general permit for  
14 construction just to make sure that during our  
15 construction activities, we're not allowing soil on the  
16 sides of a stream to just erode into the stream and cause  
17 water quality and turbidity problems in the stream.

18 But now that the landscaping at fillsite 6A  
19 is well underway, and especially up in the Redwood tree  
20 area, we submitted what is called a notice of termination  
21 regarding our storm water pollution prevention permit, and  
22 so the remediation department is no longer monitoring  
23 surface water at fillsite 6.

24 We're basically now -- we're retaining still  
25 the groundwater monitoring, because that's a requirement

1 of the Remedial Action Plan, but the surface monitoring  
2 I've now turned over to Mark Frey. Mark works for the  
3 Presidio Trust, and he is an ecologist in the natural  
4 resources program. And he is overseeing the restoration  
5 of the creek portion of fillsite 6A. And right now he is  
6 just monitoring stream flow rate and temperature of the  
7 water of the stream.

8 And the last thing about 6A, last month,  
9 there was a little ceremony to dedicate the Redwood trees  
10 in the name of Edgar and Peggy Wayburn, and there's a  
11 little plaque up there now. I haven't seen it myself, but  
12 I would like to go by and check it out and I guess I think  
13 Edgar Wayburn was one of the founding members of the  
14 Sierra Club. I'm not too sure. I might be wrong on that.  
15 Local environmentalist extraordinaire. Very well  
16 respected. He now has the Redwood Grove in his honor.

17 MR. BUDROE: Craig?

18 MR. COOPER: Yes.

19 MR. BUDROE: I may have forgotten. To RAP  
20 one, where did that backfill come from?

21 MR. COOPER: It came from the former  
22 Letterman Hospital parcel area. You know, where Lucas  
23 built their project.

24 MR. BUDROE: Yes.

25 MR. COOPER: Yeah. Okay.

1 MR. BERMAN: Just following that, Craig,  
2 what's your preliminary thought on -- on the contaminated  
3 landfill?

4 MR. COOPER: At landfill four?

5 MR. BERMAN: Yeah. Are you thinking of  
6 just taking it off again?

7 MR. COOPER: Yeah. I'd like to talk to  
8 everybody about it. Basically, the highest detect we have  
9 there is 370 parts per billion chlorodane. That's way  
10 above the echo standard.

11 That's exactly what the residential standard  
12 is. But, you know, it will be -- there'll be some costs  
13 involved in removing that soil. So before I incur those  
14 costs, I just got to get the data report out in front of  
15 everybody.

16 And basically what I'm recommending is when  
17 I issue the state of report, there will be the next steps  
18 where I say I need to sit down with DTSC and decide next  
19 steps, but I admit that that removal of the soil could be,  
20 you know, an outcome.

21 MR. BERMAN: Is the chlorodane fairly well  
22 distributed through the -- to the whole landfill area or  
23 is it just in a pocket or two?

24 MR. COOPER: It's -- I would say it's  
25 covering about a quarter. It's deep in one section and

1 then it -- you know, then it kind of feathers out in  
2 another. So we definitely need to get that report out so  
3 we can talk about it and just get over that -- get over  
4 that issue as soon as possible.

5 All right. So the other two sites in  
6 Remedial Action Plan number two are two landfills over  
7 above Baker Beach. We call them Baker Beach number three  
8 and four. Those both had clean closure remedies, as well.  
9 They're in groundwater.

10 At Baker Beach three, we're doing both  
11 groundwater monitoring and surface water monitoring.  
12 Baker Beach four was such a small site, there was no  
13 further water monitoring necessary.

14 We've gotten a little bit of chromium  
15 detected in the surface water in that ephemeral stream at  
16 Baker Beach three, also known at Coyote Gulch. We're  
17 going to keep an eye on that and see where that is coming  
18 from. There's bedrock just upgradient.

19 Some of the wells have been reduced from  
20 quarterly to annual. The Remedial Action Plan allows  
21 that. If there's no detection for a certain period of  
22 time, we can reduce monitoring to semi-annual, and then I  
23 think we stay in semi-annual for another year or so, and  
24 then if that's fine, then we can opt out of groundwater  
25 monitoring with DTSC approval.

1                   MR. BERMAN:    Craig, remind me.  Does the --  
2   is it possible that the chromium is a wash off the  
3   serpentinite completely?  Are the levels consistent with  
4   that?

5                   MR. COOPER:    I'm not good enough of a  
6   geologist -- I haven't really dove into theories regarding  
7   the source of that chromium, and I think we need to get  
8   some more data under our belts and look at upgradient data  
9   and et cetera before we put any guesses in on where --  
10   where the detects might be coming from.

11                  MR. BERMAN:    Well, the isotope distribution  
12   in the serpentinite for the chromium is pretty well  
13   established, right?  So there is a -- a -- a simple way of  
14   deciding whether it's -- whether it's from old paint chips  
15   or from the serpintinite?

16                  MR. COOPER:    Bob?

17                  MR. BOGGS:    What I was going to say is  
18   there's actually problems with that, in that if somebody  
19   were to dump acid on the ground where there's  
20   serpentinite, it would dissolve some of the chromium, and  
21   the chromium concentration would go up in the liquids.

22                                So there is the condition that it could be  
23   naturally occurring, and then there's also the condition  
24   that it could be even just enhanced by having the landfill  
25   there previously.

1                   So, yeah, it's going to take some more  
2 looking at. Also, like you said, the form of the chrome,  
3 whether it's chrome three or chrome 6, is important. So  
4 there's --

5                   MR. BERMAN: None of that -- none of that  
6 has been evaluated presently; is that right?

7                   MR. COOPER: Not fully, no, no. You know,  
8 again, the chromium was just in the surface water, and we  
9 started the surface water testing a little bit behind the  
10 groundwater testing.

11                   So I don't even know off the top of my head  
12 how many surface water rounds we have, maybe just one or  
13 two. I think we need to keep our eye on it.

14                   I do know for us to be able to stop  
15 groundwater monitoring or surface water monitoring, we  
16 need to initiate kind of -- if there's any detections  
17 above our cleanup levels, we need to initiate an  
18 evaluation well in advance of the end of three-year  
19 period, so -- so we don't get, you know -- so we can end  
20 the monitoring in a timely basis. So we'll need to start  
21 that evaluation pretty soon on both of these sites, even  
22 though the clean closures are done and the landscapes are  
23 starting to look really nice.

24                   So there is still an ongoing obligation of  
25 the remediation program to continue this groundwater

1 monitoring, that we hope we'll phase out on a very timely  
2 basis within three years, but there will be these various  
3 issues that will pop up that we'll need to evaluate that  
4 will, you know, cost a little money to evaluate, probably,  
5 before we can terminate groundwater and surface water  
6 monitoring.

7               So I'm putting that out there just a little  
8 tickler to remember that that's still an ongoing, you  
9 know, activity and cost stream for us.

10              Okay. RAB number three. The -- very  
11 important Remedial Action Plan for us, and I think we went  
12 over this quite a bit at the last month's committee  
13 meeting, but this kind of gives a brief overview with  
14 what's going on.

15              And I know I've got a lot of dates in here,  
16 but as you know, we're basically trying to put RAP number  
17 three back together again, and we're doing that in a  
18 series of three interim deliverables.

19              As you can see, the first one which had  
20 eight sites in it was already sent to DTSC on October  
21 22nd. And then if you stipulate down to the third bullet,  
22 the second interim deliverable, which has fifteen sites  
23 was sent out earlier this month, and then the third and  
24 final piece of RAP number three will go to DTSC by  
25 December 20th.

1                   So that is how we're getting RAP 3 back  
2 together again, and we talked about RAP 3 a lot at the  
3 Summit meeting last month, and when we get to the slide  
4 about the Summit meeting, we can talk about that some  
5 more.

6                   I think we've got some real energy note at  
7 the last slide that our planning schedule has a signature  
8 date of November 2007, but we're really going to try our  
9 best to beat that schedule.

10                  I know that we haven't had a great record in  
11 beating our planning schedule deadlines a lot, but our --  
12 we made -- as a team, we have we've made a commitment to  
13 try to get some construction starts on RAP 3 sites going  
14 in 2007.

15                  And to do that, obviously, the first thing  
16 you got to do is get the Remedial Action Plan signed well  
17 before the rainy season. So that is that.

18                  Anything you want to add to that, Bob?

19                  MR. BOGGS: No.

20                  FACILITATOR KERN: Well, it was very  
21 curious. I mean, about the -- the date that we're  
22 shooting for the RAP 3 signature.

23                  MR. COOPER: Mm-hmm.

24                  FACILITATOR KERN: And it would be -- I  
25 don't know if you have this somewhere in your



1 presentation, but some sort of an updated schedule that  
2 shows where -- because the RAB needs if we can to plan  
3 when we might be going out and talking to people --

4 MR. COOPER: Right.

5 FACILITATOR KERN: -- about various sites.

6 MR. COOPER: Right.

7 FACILITATOR KERN: And if we're going to  
8 have a May signature and public comment, how can we get  
9 all that accomplished?

10 MR. COOPER: Right. I don't have a slide  
11 on this. We need to do a schedule update. We talked a  
12 little bit about -- with DTSC and myself about places  
13 where we could potentially save time.

14 So he'd like to leave the kind of planning  
15 schedule as it is with default durations, and then we can  
16 have kind of an off-line RAP 3 schedule where we kind of  
17 have some accelerated durations and turnaround times from  
18 DTSC and the trust just to see, you know, so -- and that  
19 is what maybe I can present at this month's committee  
20 meeting or something like that, and then we can -- because  
21 I'd like to share that with Bob and make sure I don't  
22 obligate them to something that he's not totally  
23 comfortable with. But, if we're going to be shortening  
24 people's durations, and we can talk about that.

25 FACILITATOR KERN: Well, I think it would

1 be really good to -- to get that out so we can all apply  
2 friendly constructive pressure along the way --

3 MR. COOPER: Mm-hmm.

4 FACILITATOR KERN: -- so we can try to meet  
5 those deadlines.

6 MR. COOPER: Okay.

7 FACILITATOR KERN: It's just something I  
8 think if you have the group here with you on it, we can  
9 be, you know, really understanding of, you know, all the  
10 deadlines. And if there's a need to -- to move something  
11 out due to unforeseen circumstances, maybe we can make it  
12 up somewhere else.

13 You I know also we're talking about being  
14 able to do some designs a ahead of time --

15 MR. COOPER: Right.

16 FACILITATOR KERN: -- so we can actually do  
17 construction in the summer.

18 MR. COOPER: I've got a little slide on the  
19 design process, as well, in a second here. Okay. So I'll  
20 prepare -- one of my action items, I'll prepare like our  
21 accelerated RAP 3 schedule and get that out to folks,  
22 share it with Brian and Bob, and then e-mail it out to  
23 Mark and Doug and -- so we can talk about that. I think  
24 that's a good idea.

25 Okay. So we're -- I'm going to talk about

1 some particular CERCLA sites in Remedial Action Plan  
2 number three, the first of which are four -- I guess now  
3 five CERCLA sites that are over in the Baker Beach area  
4 over by the battery -- Baker Beach 1/2.

5 The batteries over near the Golden Gate  
6 Bridge, and if you've noticed recently when you drive down  
7 Lincoln boulevard, in that area or Merchant Road, which is  
8 that quick -- that little road that take -- if you cross  
9 the -- if you're going southbound over the Golden Gate  
10 Bridge, you can make a right away, you will see that we're  
11 building a new road there.

12 And that project is a joint project between  
13 the bridge district and the park service and the trust,  
14 and the trust remediation program has donated a fraction  
15 of the road construction cost, because we're going to get  
16 the benefit of using the old Merchant Road as a staging  
17 area for our Baker Beach landfill clean closure projects,  
18 which I think was just like an imperative goal to get us  
19 the space to make the clean closure safe and so on.

20 So I'm sure everybody has noticed -- I've  
21 got a photograph of the Merchant Road construction project  
22 going on. Also news that the Baker Beach 1/2 areas that  
23 we have found more waste, more contaminated soil at Baker  
24 Beach 1A in particular.

25 The waste is primarily what's called roofing

1 debris, which is the roofing material that was on the  
2 batteries that the Army scraped off and just basically  
3 threw on the ground just downhill from the batteries. And  
4 this roofing debris was found during recent brush clearing  
5 for a parks conservancy trail enhancement project that's  
6 been going on there.

7           So when we get to the financial update  
8 part, we'll see an increase in projected cost for Baker  
9 Beach 1A project in particular, and that is the result of  
10 this recent finding.

11           We also -- at DTSC's request, the trust put  
12 together an additional field sample plan for these  
13 particular landfills in the Baker Beach area, and in  
14 response to a -- to a couple concerns that DTSC had. One  
15 in particular was, wow, you just found a whole bunch more  
16 stuff that hadn't been mapped before.

17           So we got to map that stuff much better than  
18 just kind of looking at it. And then there's a couple  
19 other issues regarding, you know, like the new site that  
20 we're calling the Merchant Road fillsite that we need to  
21 better characterize, as well.

22           So the -- so we kind of put together a field  
23 sample plan really fast, which was great, and Brian was  
24 comfortable with it, and I got it to Bob, and Bob looked  
25 at it real fast, but then I took a look at the cost again

1 and it's 170 thousand dollars, and I -- you know, I've  
2 been talking to Bob and Brian about it.

3 I just need to spend a minute, read this  
4 plan more carefully myself, and make sure all of these  
5 samples that we're recommending make sense, and that it's  
6 going to get us, you know -- to an end point of  
7 characterizing these sites.

8 So the 170 is -- I know that there's some  
9 contingent samples in there, so it could be as less as,  
10 you know, 130 or 140 if things go out right, but if we  
11 have to use every single sample that's projected in this  
12 plan, it could go as high as 170 or even more.

13 So these characterization costs are really,  
14 -- also as you know, it's getting more expensive and  
15 management is getting more and more nervous about the  
16 money that's going into characterization. It takes away  
17 from money that goes to clean up, but, you know, that's --  
18 you got to characterize, you know, somewhat before you  
19 start cleanup.

20 So it -- I got to make a decision about this  
21 field sample plan and get it back into our procurement  
22 process and get it going.

23 Any advice you might have would be  
24 appreciated, but, you know, it's just -- you know, it's  
25 just part -- it's part of the game and if you find more

1 stuff you didn't predict, you got to find out what it is  
2 and where it is.

3 MR. BERMAN: This is just a plan. There's  
4 no actual sampling in it itself, right?

5 MR. COOPER: Oh, yeah. It's a plan that  
6 requires soil sampling. I guess I should have been more  
7 clear.

8 MR. BERMAN: So it's a plan and the  
9 capturing of a certain amount of soil in evaluating it?

10 MR. COOPER: Correct.

11 MR. BERMAN: Okay.

12 MR. COOPER: I'm sorry. Every time I use  
13 the term "field sample plan," I know that's kind of vague.  
14 Think of it as a soil sample plan, and sometimes in a soil  
15 sample plan, you might test the groundwater sometimes,  
16 too, but, yeah, field sample plan I guess is a pretty  
17 vague term. It's a soil sample plan.

18 MR. BERMAN: So actually most of the money  
19 is really involved in the field work of gathering --

20 MR. COOPER: Uh-huh.

21 MR. BERMAN: -- the sample.

22 MR. COOPER: Collection of the samples, the  
23 analytical lab cost of the samples, the preparation of the  
24 report, you know, mapping what we've found and putting in  
25 new tables and data validation process, making sure that

1 our data is accurate.

2           So field sample plans, you know, generally  
3 they end up costing us for a typical, quote, unquote if  
4 there is a typical around a hundred to 120,000. This  
5 one's a little bit more. I just wanted to double check it  
6 before I sent it in.

7           FACILITATOR KERN: I think we could provide  
8 comments for you if you'd like. We just need to see it  
9 and look at it.

10           MR. COOPER: You should have been copied,  
11 but -- and it should be on the Web library, too.

12           MR. ULLENSVANG: None of the cost  
13 information is distributed.

14           MR. COOPER: Oh, good point. I'm just  
15 thinking about sometimes the report itself is twenty or  
16 25,000, or sometimes they're 50,000. Maybe we can review  
17 different components of the report. The data report, you  
18 mean?

19           FACILITATOR KERN: Yes.

20           MR. COOPER: One point that Brian's  
21 reminded me about. The field sample plan itself, which  
22 can sometimes be very expensive to prepare, got put  
23 together in a very cost-effective way, very cheaply, the  
24 way that we were able to get Brian's input.

25           MR. ULLENSVANG: That's why we're

1 highlighting, though, the effort to all work together.  
2 The whole plan went from concept to approval in less than  
3 a month. The field work was actually scheduled for  
4 October --

5 MR. COOPER: Yeah.

6 MR. ULLENSVANG: -- and it's been sold now.  
7 You can't spend money if you don't -- you can't spend that  
8 much money in a month. So that was actually a very  
9 efficient way to do it.

10 MR. COOPER: Right. I just -- yeah.

11 The last bullet is a -- I think everybody knows this,  
12 that the BB stands for Baker Beach, so Baker Beach  
13 landfill number one. Let's just call it that. And 2A  
14 will remain in Remedial Action Plan number three, but then  
15 1A and 2 are going to be handled in a subsequent RAP just  
16 because the characterization work isn't quite there yet.

17 And that's what that soil sample plan, you  
18 know, is about is getting that characterization work taken  
19 care of for the 1A site and the 2 site. But we just  
20 didn't have time anymore. RAP 3 needed to get going, so  
21 just 1 and 2A are going to be in RAP 3. Yes.

22 MS. MONAGHAN: This new contamination,  
23 would this be a claim to the Army?

24 MR. COOPER: No. At 1A -- to the Army, no.

25 MS. MONAGHAN: Okay.



1 MR. COOPER: Basically, the additional  
2 roofing debris is just more of the same. So when we have  
3 kind of a more of the same type situation, it's generally  
4 not a claim against the Army or Zurich.

5 It's -- but when we think that we've hit  
6 something new that wasn't discussed or thought about back  
7 in 1999, for example, this -- what I'm now calling the  
8 Merchant Road fillsite, that is a subject of a claim to  
9 both the Army and Zurich, yeah. So --

10 MR. BERMAN: Just --

11 MR. COOPER: That's the -- that's hurting  
12 us, as you know, getting more of the same, costing --  
13 causing costs to go up and -- yeah.

14 MR. BERMAN: Is the purpose of the sampling  
15 plan to find the boundaries of this roofing debris?

16 MR. COOPER: Yes. That's part of -- that's  
17 part of the goals.

18 MR. BERMAN: Okay.

19 MR. COOPER: That's one of the important  
20 goals, yeah.

21 MR. BERMAN: There's roofing debris, but is  
22 there anything else? It seems like the only new thing  
23 that you found was the roofing debris, and so is the  
24 sampling plan going to look at more -- is there something  
25 else --

1 MR. COOPER: Yes.

2 MR. BERMAN: -- that's suspected?

3 MR. COOPER: There's actually debris --  
4 jump in, Bob and Brian, if I read this wrong. There's  
5 three goals. I just talked about one as an example. One  
6 is this Merchant Road fillsite that we need to get better.  
7 We have just a few samples on that. We need to get a  
8 better handle on that, what the edges are in it.

9 And then third there is a concern by the  
10 DTSC that that that former Army incinerator that was  
11 operated there may have released dioxin, and that dioxin  
12 -- there's some concern about the spreading of that dioxin  
13 in site and perhaps off-site areas.

14 So did I capture that quite right?

15 MR. BOGGS: Actually, it's in the downwind  
16 area.

17 MR. COOPER: Downwind.

18 MR. BOGGS: Where we found dioxin where the  
19 Army pushed the material off the site in the Baker Beach  
20 1 -- is that 1 or 2?

21 MR. ULLENSVANG: One.

22 MR. BOGGS: Where we pushed the waste, they  
23 did find dioxin. Naturally, where we look next is  
24 immediately downwind of the incinerator where the  
25 emissions would have been blown.

1 MR. COOPER: That's why this plan's a  
2 little bit more expensive. With those three goals, you  
3 can see where the investigation cost went up quite a bit.

4 To handle those three goals, it takes a lot  
5 more soil samples and tests for dioxin. Off the top of my  
6 head, I think that's an expensive test in the lab, as  
7 well. So we're trying object to be smart.

8 It's if then, if we get a hit here, we get a  
9 contingent sample that we got to test. We're not testing  
10 the samples all at once. We're trying to write the soil  
11 sample in the right way that it will be sent to the lab  
12 only if necessary, but -- okay?

13 MR. BERMAN: But downwind could take you  
14 beyond Baker Beach 2, you know. You could --

15 MR. COOPER: Yeah.

16 MR. BERMAN: You could be -- how do you  
17 define the end in a sampling plan of where you're going to  
18 stop looking for dioxin if you think it's actually an  
19 exhaust component?

20 MR. BOGGS: There actually -- I mean, you  
21 do it in a phased approach. So what we're doing now is  
22 looking ten to twenty yards downwind, very close distance.

23 We don't anticipate just from what we see  
24 there, not a lot of ashes, et cetera, a major problem, but  
25 we do -- are taking a few samples there, and if those come

1 up clean, we don't go looking further. If those come up  
2 extremely high, then, of course, we look at the data,  
3 rethink about how far we need to step out, how many  
4 samples, et cetera.

5 But it's generally a phased approach, doing  
6 pretty much a minimum at this point. Even when we sample  
7 the downhill debris, we didn't analyze very many samples  
8 for dioxin. We took many -- far more samples and had them  
9 analyzed for many other things. It was really just a few  
10 that we had dioxin.

11 MR. BERMAN: Is it soluble in anything  
12 that's around there at all?

13 MR. BOGGS: Petroleum hydrocarbons would  
14 carry it.

15 MR. BERMAN: Yeah.

16 MR. BOGGS: -- but it's not particularly --  
17 they're generally not particularly water soluble.

18 MR. COOPER: Okay.

19 MR. BOGGS: You might know better than  
20 this.

21 MR. BUDROE: You're dead on the money.

22 MR. BERMAN: So is there any possibility  
23 that -- I mean, because presumably this is -- you'll have  
24 to meet echo standards on the dioxin, and so it's possible  
25 that since it's not soluble, it could be moved, but, you

1 know -- by surface water, et cetera, it's only an ash, so  
2 it could be very diverse where it's going. You might find  
3 -- you might think it's clean.

4 MR. COOPER: Right.

5 MR. BERMAN: And twenty -- you say you're  
6 going to stop if you don't find anything, but twenty yards  
7 further if it was carried there by water, so, you know,  
8 it's just a question of -- of how dense a sampling  
9 population you take in order to design whether the phasing  
10 is meaningful.

11 MR. BOGGS: Actually, one of the few  
12 samples we did look at where surface drainage would go,  
13 and we looked at a sample of surface drainage in a pretty  
14 broad area. That's a very important consideration.  
15 You're right, and we did take that one into account in  
16 putting the plan together. So, yeah, those -- there are  
17 a lot of things to consider when putting the plan  
18 together.

19 MR. BERMAN: The incinerator has been  
20 completely removed, right?

21 MR. COOPER: Yes.

22 MR. BERMAN: So there's nothing there at  
23 all. And as you look exactly where the incinerator was,  
24 do you see any dioxin there?

25 MR. ULLENSVANG: Yes. Yes. There is a

1 layer of ash -- the foundation of the incinerator is still  
2 there buried, and there was an ash layer next to it, and  
3 that's where the sample was taken and analyzed for dioxin.

4 MR. BERMAN: And if you look at the other  
5 incinerator that's over there behind the pet cemetery, was  
6 that used in the same -- for the same kind of activity?

7 MR. ULLENSVANG: I don't know.

8 MR. BOGGS: I don't know that we can know  
9 for sure, but I think it was presumably animal  
10 carcasses --

11 MR. COOPER: Right.

12 MR. BOGGS: -- the one by the pet cemetery.

13 MR. COOPER: Okay.

14 MR. BERMAN: Thanks.

15 MR. COOPER: Dioxin. Let's hope we don't  
16 have much. Let's hope it's just in those ash layers that  
17 we've discovered already and that it's not spread out  
18 downwind.

19 You're right, Sam. It can be a real complex  
20 issue to differentiate between what's kind of a  
21 background, you know, concentration for dioxin. Is it  
22 ubiquitous in this area or -- because the cleanup levels  
23 are going to be extremely low, because, as you know,  
24 dioxin is extremely toxic. So we need to be really smart  
25 in the way we kind of step into our -- any type of dioxin

1 testing.

2 MR. BERMAN: Was that specifically -- was  
3 dioxin specifically mentioned in the MOU at all?

4 MR. ULLENSVANG: I don't --

5 MR. COOPER: I don't think chemicals in  
6 general were mentioned in the MOU. It's activities,  
7 sites.

8 MR. ULLENSVANG: Conditions.

9 MR. COOPER: Conditions, yeah. Yeah, the  
10 incinerator certainly was listed.

11 MR. BERMAN: Right.

12 MR. COOPER: As you know, dioxin is a  
13 byproduct of incineration process. Not too much of a  
14 shocker there.

15 All right. Moving on, so moving on to the  
16 design process, as Doug mentioned, not only do we need to  
17 get the Remedial Action Plan signed hopefully this summer  
18 of 2007, we need to pull the -- the trigger on getting our  
19 design process going at the right time so that can also  
20 finish in the summer of 2007, so we can start the  
21 procurement and the construction process in 2007.

22 So right now we have approximately fourteen  
23 sites in area B where the design -- we've pretty much --  
24 we put some thought into it and put it on hold. I want  
25 the RAP and CEQA documentation associated with the RAP to

1 make a little bit more progress, make sure that DTSC and  
2 the trust have lapped on exactly the scope of the -- the  
3 cleanups for each of these area B sites, and then -- then  
4 once we are clear on that, probably once I got through at  
5 least the clearing -- initial clearing house review of the  
6 RAP and the CEQA documentation, then I'm going to feel --  
7 that will probably be my trigger point to get the  
8 consultant going again and finishing up the design  
9 process.

10 And, you know, you guys should let me know  
11 on what role you guys would like to play in that. They're  
12 recall pretty straightforward clean closures. If you just  
13 read through the RAP, but if you want to have a  
14 stakeholder meeting in kicking off the designs for the  
15 area B site, we're totally open -- open to that. So  
16 there's a lot of them. It will be the tricky part to keep  
17 the --

18 FACILITATOR KERN: I think in general, the  
19 -- at some point as we get near in this process of going  
20 out to the public and reviewing what the remedies are, we  
21 ought to have some idea of what the concepts -- anything  
22 bizarre that's going to happen --

23 MR. COOPER: Right.

24 FACILITATOR KERN: -- like trucks driving  
25 in a weird way or anything like that --



1 MR. COOPER: Yeah.

2 FACILITATOR KERN: -- which will be part of  
3 the design process.

4 MR. COOPER: The CEQA documentation kind of  
5 gives you the big pictures kind of for outreach with the  
6 groups and the design -- CEQA oftentimes, also portends  
7 information that you can ask -- you can oftentimes ask  
8 more and more questions and then the design process would  
9 provide more detail.

10 MR. BOGGS: Actually, one thing that might  
11 be very good is they prepared a draft synopsis for all the  
12 remedies for me to brief my management with.

13 MR. COOPER: Oh, yeah.

14 MR. BOGGS: And it's basically a two-page  
15 summary of the site, where it's at, what the contaminants  
16 are, proposed remedy, just kind of bottom line stuff.

17 So that I think actually might -- it's  
18 actually still a substantial document because of the  
19 number of sites that are in it, but it's -- it's actually  
20 a terrific little synopsis for each site that provides  
21 most of the information that the public would want.

22 MR. COOPER: Right. Okay. And one last  
23 thing on bake -- on area B sites in RAP 3 the psych  
24 building, we did some testing at soil sampling and some --  
25 I think some surface water testing, as well at the Nike

1 site and at building 1450/51, which is right next to Nike,  
2 and 1369, which is a different part of the Presidio, and  
3 that data report's going to be coming out soon.

4 And so -- and as you know, Nike and building  
5 1450/51 is in the third interim deliverable of RAP number  
6 three. Obviously, we'll have to get that data report out  
7 prior.

8 Okay. Just as I was talking about, there is  
9 Merchant Road realignment going on there. I think it's  
10 looking really good, and no major -- no major problems,  
11 and I think we've got a good construction contract there.

12 George and Brian go out on a pretty regular  
13 basis and check out the work, make sure they're following  
14 and meeting the design plans and so on, but so far so  
15 good.

16 Okay. Moving on in our CERCLA program,  
17 remedial action plan number 4 has about eight sites in it,  
18 and right now we're working on putting together -- so  
19 another acronym here is DQO, and that stands for data  
20 quality objective, and you -- basically just you can think  
21 of it as what are the goals of a particular soil sample  
22 plan, and what are you trying to test for? What are you  
23 trying to accomplish? And then what's your road map for  
24 accomplishing that?

25 And it's put into a tabular format so the

1 reader -- it's a way to get on the same page as the  
2 regulator what are we trying to accomplish before the  
3 consultant writes up all the text around the soil sample  
4 plan.

5 We put together our data quality objectives  
6 table with a map. So it will say, you know, we need to  
7 better delineate the edge of the eastern side of landfill  
8 eight. That's the objective, and then how are we going to  
9 accomplish that? Four trenches located on map two.

10 So it's just kind of a DQO table with a map,  
11 and it's really the guts of a soil sample plan, and we're  
12 -- we -- we're going to get this out. We got to get going  
13 on this. We have a bit of a false start on getting this  
14 DQO table together.

15 And we're going to get this going again now  
16 and get the DQO table and map out to everybody and sit  
17 down with Bob, and everybody's invited to discuss getting  
18 agreement on the locations of the trenches and so we can  
19 get that sampling going.

20 And the second bullet just as an FYI, we've  
21 decided to hire a new engineer, who will be doing our  
22 design for the landfill 10, grated area nine that we're  
23 bunching with the landfill 8/ten design effort, because  
24 geographically they're right next to each other and -- all  
25 three projects are going to use that dune that we imported

1 from Golden Gate park, so we're looking for a design form  
2 right now. We're interviewing a couple firms right now.

3 Fourth bullet, the other set of sites in  
4 Remedial Action Plan number four are firing range sites,  
5 and we did a series of investigations for all the firing  
6 range sites a couple years ago. DTSC took a look at that  
7 data report and has suggested some additional soil tests  
8 at one, two, three of the sites, and we are putting  
9 together a DQO table for that, as well, and we'll get that  
10 going.

11 And then the last little site in remedial  
12 action number four is this building 649 firing range site  
13 where we're going to test the groundwater that was upon  
14 DTSC's request, as well. Okay. So that's the Remedial  
15 Action Plan number four.

16 We're still kind of -- before getting more  
17 progress on the RAP itself, we need to do some additional  
18 soil sampling at several of these sites before DTSC and  
19 the trust can -- can move forward on writing the Remedial  
20 Action Plan. But not to forget that we have a site -- a  
21 RAP number five with eight sites. We're also doing site  
22 characterization work at many of those sites, as well.

23 Fillsite 6B, which is a big site in the main  
24 post area, that field sampling is underway, and the trust  
25 and the DTSC are kind of developing a new way to work with

1 each other on-site delineation work, because I'll tell you  
2 it's not straightforward.

3 And the last thing I want to do -- and I was  
4 talking to Bob about this -- DTSC approving the field  
5 sample plan and then the -- especially when you're trying  
6 to find the edges of things, there is a lot of, you know,  
7 best professional judgment that the trust consultant --  
8 the geologist for the trust consultant is doing.

9 And implement our draft sampling plan,  
10 implement the plan, and he showed it to Bob, if you had  
11 put in one more trench, it would have been better. And so  
12 what we're trying to do is be much more interactive during  
13 our site delineation work to -- to eliminate the, you  
14 know, second and third rounds, and so we can nail these  
15 things down.

16 So we basically did -- I forget off the top  
17 of my head -- let's say fifteen trenches, ten trenches,  
18 something like that -- oh, which reminds me. I've got  
19 something to give to Bob and Doug, and then our consultant  
20 -- then we've stopped.

21 So we basically have done half the soil  
22 sample plan, and now we're having him map out how he  
23 interprets the data so far, but with visuals of what the  
24 trench looks. And now we're waiting for chemical testing  
25 to come in.

1                   We'll post that, take a look at it, come  
2 together as a team and then decide what the second phase  
3 of the -- of the trenching/boring -- we might do some  
4 borings, as well in the second phase. So it's a way to  
5 work together to, not only work together on the  
6 development of the plan, but on the implementation of that  
7 plan to continue that conversation.

8                   So the stake shoulders don't kind of go away  
9 during implementation and just get involved when the  
10 report comes in. It's about keeping them involved during  
11 the implementation of the plan, as well.

12                  So the second bullet on this slide is on  
13 Lobos Creek. As you know, we did a lot of work on the RAB  
14 about a year or so ago as identifying this site as a site  
15 that needed additional field investigation. DTSC has  
16 required us to conduct such additional sampling in the  
17 creek, and we're putting together a DQ package and a  
18 sample location map, and it's just about done, and it's  
19 going to go out this month for sure. I know you guys are  
20 really interested in that field sample plan.

21                  FACILITATOR KERN: Yeah. One of the big  
22 issues that's kind of related to Lobos Creek and landfill  
23 10 is the chromium in the -- one of the wells.

24                  MR. COOPER: Mm-hmm.

25                  FACILITATOR KERN: And I'm just wondering

1 if that's been thought about how to deal with whatever  
2 that can be, because it's a big issue, I think, in how are  
3 we going to tackle additional wells or what's the concept,  
4 or does anybody have a concept?

5 MR. COOPER: The trust, we put our concept  
6 out there. We did a -- a not-so-complete analysis of this  
7 issue in our initial feasibility study for a landfill 10.  
8 And then we did an amendment to our feasibility study with  
9 a much more robust analysis of the groundwater data and  
10 have now sent that into DTSC, but I haven't -- I haven't  
11 heard anything back yet. But, yeah, we need to sit down  
12 with Bob and get his reaction to that because -- yeah, if  
13 it's going to be an ongoing issue, we need to finish the  
14 feasibility study and agree on a remedy here.

15 MR. BOGGS: Yeah. It is a concern. That  
16 report got forwarded to our one geochemist that we have,  
17 so he's kind of backlogged at this point. So I don't even  
18 have a firm schedule when he's going to complete that  
19 review, but it's very much an issue that needs additional  
20 evaluation. And Lobos Creek, whether you investigate it  
21 as part of landfill 10 or Lobos Creek or where the  
22 groundwater intersects, is still a concern that needs  
23 additional evaluation.

24 MR. COOPER: Okay. Yes, Jan.

25 MS. BLUM: This is a question far left.

1 Are the residents on the Presidio monitored -- do we have  
2 meters on how much water they use? And my question really  
3 addresses, perhaps, water use.

4 If we're always looking for additional funds  
5 to bolster the kitty, perhaps this would be a source of  
6 funding that could help with the ongoing monitoring of  
7 Lobos Creek since this is the water source on the  
8 Presidio.

9 So my question really is: How involved are  
10 the Presidio residents and tenants in terms of paying for  
11 water use, and could that be a source of additional  
12 capital?

13 MR. COOPER: You know, Andrea, could you  
14 help me out on that one? I know that electricity used to  
15 be incorporated in the rent, and there wasn't a line item  
16 for utilities, but aren't we starting to charge tenants?

17 MS. BLUM: We're metering a lot of things,  
18 and the only reason I know a little bit about it, because  
19 I went to the meeting last week where we took a look at  
20 how much our residential tenants are using things like  
21 electricity and water, and the company that gathered the  
22 data for us. We were able to provide them data on a  
23 number of our residential units.

24 They ended up parsing out some of them as  
25 sort of not being a reliable source. So I think we ended



1 up giving information on somewhere between five and 600  
2 different residential units and gave them water usage on  
3 that.

4 I know we have a certain percentage of  
5 residential units where we have actually metered the water  
6 and actually metered the electricity, because they were  
7 able to give us the data on it, but that's about as much  
8 as I know on the subject.

9 MR. COOPER: When I look at my East Bay MUD  
10 water bill, for example, there will be a line item  
11 pipeline repair project, and they'll show you a little bit  
12 on what your water bill is going toward. So I think  
13 you're probably building off of that same philosophy that  
14 if --

15 MS. BLUM: It would be nice to have the  
16 users help pay for this.

17 MR. COOPER: Right.

18 MS. ANDERSEN: I know they're also doing  
19 the water study for SDP's, service district profit.

20 MR. COOPER: Right.

21 MS. ANDERSEN: That could also go towards  
22 the infrastructure for water.

23 MR. BERMAN: You know, there are a lot of  
24 studies that are done on residential users and the changes  
25 of use when they were billed and when they were not billed

1 for use, and this has been extensively studied in projects  
2 financed by the energy commission of the State of  
3 California and by the department of energy of the United  
4 States, and they have found that the usage drops by  
5 two-thirds as soon as people know that they're going to  
6 pay for what they're -- and don't -- it's not included in  
7 some lump sum, but, in fact, when it becomes a line item.

8 So, you know, with some adjustment on the  
9 rent, this also can contribute to a source of conservation  
10 of -- of utility factors when people, in fact, know that  
11 they have to pay for it. I mean, it's a tremendous  
12 factor. I mean, it's like -- it drops from one-third -- I  
13 mean, it drops by a factor of two-thirds.

14 MR. COOPER: Right.

15 MR. BERMAN: And this is pretty well  
16 documented all over the country.

17 MS. ANDERSEN: It's something that we  
18 brought probably in the feasibility workshop.

19 MR. BERMAN: I'm really surprised what you  
20 said, because this doesn't make sense, because of a  
21 community that's looking toward sustainability as an  
22 essential morality to have that kind of economic machinery  
23 in place --

24 MS. ANDERSEN: I guess what I'm telling you  
25 is don't just trust me. All I know is from the

1 sustainability workshop, they were able to give us good  
2 solid data on about five to six hundred units.

3 That doesn't mean that they're not looking  
4 toward metering all of them. I believe they are, but I'm  
5 just telling you for that particular study, that's all the  
6 data they had for us to look at.

7 MR. COOPER: We'll get to Lobos Creek. The  
8 third bullet is about the Caltrans grant, whatever. I'm a  
9 little bit out of gas on that one. I'm emotionally  
10 exhausted, so then the last bullet on RAP 5.

11 I wanted to put that on there. We basically  
12 aren't working on Remedial Action Plan number five. It  
13 has eight sites in it. As you can see, there's two, Lobos  
14 Creek and fillsite 6B, where we're still collecting data,  
15 but I do want to sit down with DTSC fairly soon to make  
16 sure that for the other six sites that are in RAP number  
17 five, do they foresee any data gaps in there that would,  
18 you know -- that they feel like needs to be filled before  
19 the site can go to -- to the RAP -- to a final RAP.

20 If the trust feels that all this -- the  
21 other six sites are characterized and ready to go, I do  
22 want to check in with DTSC on that very soon because, if  
23 they feel differently and we have to start a soil sample  
24 plan or something like that, we'd want to get that going.

25 Because basically when -- you know, if it is

1 just Lobos Creek and fillsite 6B, as those soil sample  
2 plans start winding up, then we can start to re-energize  
3 the RAP process again for the sites. So I just wanted to  
4 put that on our radar screen.

5 We're really focused on RAP 3 and it is kind  
6 of job number one in our CERCLA program right now, but I  
7 don't want to forget about all the others, and this --  
8 speaking of which, RAP number 6, which is our  
9 miscellaneous sites, operable unit and it's, you know,  
10 really nothing super new there. It's 185 sites that we're  
11 screening through.

12 Perhaps up to 150 might require some sort of  
13 soil sampling, but I've got to get DTSC's concurrence on  
14 the site screening process first. We are fast tracking  
15 nine miscellaneous sites at the California railway stables  
16 area, and DTSC made some comments on our soil sample plan  
17 there, and we're fixing it and getting that back to DTSC  
18 real soon, and we still have to do soil sampling probably  
19 at least another 40 or so miscellaneous sites.

20 And the last set --

21 FACILITATOR KERN: Before you -- before you  
22 go on to the petroleum projects, I have a question.

23 MR. COOPER: Okay. And then the last set  
24 of CERCLA sites, building 937, which is in the west --  
25 it's in the Crissy Field operable unit.

1                   We just -- the trust recently issued a big  
2 data report for vapor, soil and groundwater sampling that  
3 we did at building 937 and 933, and we've been exchanging  
4 letters with DTSC regarding kind of the rules of the game  
5 to allow these buildings to be leased.

6                   And there's been an exchange of  
7 correspondence between the trust and DTSC regarding 933  
8 and DTSC is working on their 937 letter. They needed to  
9 get the data report mentioned in the first bullet before  
10 they put their letter together on that.

11                  And then I'd like to sit down with everybody  
12 and talk about how to proceed. We know that 937, there is  
13 some contamination there that they we're going to need to  
14 address. I've got some ideas on how to address that  
15 contamination, and I want to sit down with everyone and  
16 share my ideas on how to do this and get your feedback on  
17 that.

18                  Now for the rest of the Crissy Field  
19 operable unit, DTSC and the park service and the trust  
20 have been working on a way to kind of carve out the 937  
21 area so we can get final certification and closure for the  
22 rest of that, all the other CERCLA sites that have been  
23 cleaned up in that particular grouping.

24                  Okay.

25                  And then there's this new site down at Baker

1 Beach right off the beach that I haven't even started  
2 working on yet. It's there still. All right.

3 FACILITATOR KERN: So as all these horses  
4 are running down the track and trying to keep them all  
5 moving ahead so we can get, you know, some things cleaned  
6 up next summer, I'm wondering if you could comment on  
7 the -- as far as I understand, the sampling plan for the  
8 Baker Beach sites is mostly for the bluff top.

9 MR. COOPER: Correct.

10 FACILITATOR KERN: So we pretty much have  
11 Baker Beach 1 and 2A, according to what I know,  
12 everybody's pretty happy with the way those are  
13 delineated.

14 MR. COOPER: Yeah, yeah.

15 FACILITATOR KERN: Where do we stand on --  
16 I mean, can those sites -- those are probably the most  
17 difficult sites we're ever going to have to have to  
18 actually cleanup.

19 Where do we stand on moving those design  
20 plans?

21 MR. COOPER: I didn't put a slide in on the  
22 design process for the area A RAP 3 site. So like I said  
23 in Remedial Action Plan number three, the Baker Beach 1,  
24 the one with the incinerator ash, and 2A are going to make  
25 it into the RAP number three.

1                   So that means those will have final  
2 regulatory approval for cleanup, and that means we need to  
3 start a design cleanup before we do the cleanup.

4                   And what we've been doing at the trust is  
5 investigating with our procurement department about the  
6 quickest and most efficient way to get the design  
7 expertise that we need aboard to help us finish the design  
8 process that we began, and then kind of put on hold for a  
9 second here as the RAP kind of had a little hiccup.

10                  And now that we're ready to get going again,  
11 we found a particular firm that we are we're really  
12 interested -- we think has the right expertise to finish  
13 the design, but perhaps do the construction work, as well,  
14 which has some procurement implications for bringing them  
15 aboard. And I don't know the latest.

16                  I can -- bring up -- have you talked to  
17 George about his --

18                  MR. ULLENSVANG: I haven't heard anything  
19 other than working with the procurement partner.

20                  MR. COOPER: Yeah.

21                  FACILITATOR KERN: I have a -- sort of a  
22 proposal or an idea, and I don't know if it's reasonable,  
23 but given that there -- we haven't really talked about  
24 what we would try to actually clean up next summer, what  
25 out of the RAP 3 sites might be available. Transfer

1 station, you know, a bunch of the small sites.

2 MR. COOPER: Right.

3 FACILITATOR KERN: Is it -- is it  
4 reasonable to put one of the Baker Beach sites or the  
5 Baker Beach sites object the radar screen? How much time  
6 is really needed to do a design if we started right now,  
7 if it's possible within the framework of what everybody's  
8 thinking? Is six months, seven months enough time to get  
9 a project ready?

10 MR. COOPER: Yeah.

11 FACILITATOR KERN: I don't know if that's  
12 reasonable. It could take five years to design that.  
13 Hopefully not.

14 MR. COOPER: I know that -- you know,  
15 because of the nature of these landfills being on such  
16 steep slopes, that DTSC's going to be pretty careful with  
17 their review of the design document, but right now I think  
18 we've slated them for a wait and -- but I'll check in with  
19 George.

20 If we can get a breakthrough on this kind of  
21 procurement process of getting this design, build type,  
22 you know, contractor award is really what we're trying to  
23 do here, and there's just not a lot of firms out there  
24 that can do this type of clean up. So then that can be a  
25 real breakthrough for us, but I know Brian's frustrated.



1                   It's taking a lot of time for us to kind of  
2 decide on how to approach this, and I think we have an  
3 approach now. It's getting that tractor aboard and  
4 getting it going again. My hope is that we're going to  
5 get it started in 2007.

6                   FACILITATOR KERN: I think the only reason  
7 I mentioned it is since we're -- we're accelerating the  
8 rest of the process and there's some hope for that, if  
9 you're fairly happy with the idea of moving ahead on those  
10 sites, how much would it take to get the designs going?  
11 How long would it take -- is there -- if we start now, can  
12 we get it done -- is it possible to think about doing it  
13 next summer? I mean, I'm just thinking about all the  
14 projects we have to do in the Presidio.

15                  MR. COOPER: Yeah.

16                  FACILITATOR KERN: And if we're not  
17 constantly pushing ourselves, we'll never get them all  
18 done before the insurance runs out and everything else.  
19 So I'm just nudging a little bit.

20                  MR. COOPER: Yeah.

21                  MR. BERMAN: Is the concept to do the --  
22 the bluffs from the land side? Or is it still feasible to  
23 think of the -- the deployment to actually come from the  
24 bay side?

25                  MR. COOPER: Oh, no. It's definitely going

1 up. The waste is going to go uphill and stockpiled and  
2 trucked away. That's a done deal now. We know we have  
3 the technology to do it. It's been field tested, you  
4 know, that it can be successful.

5 So now it's just a matter of, you know,  
6 getting it done, and now we've got the staging area to do  
7 it with Merchant -- using the old Merchant Road, so things  
8 are coming together. It's optimistic that this is going  
9 to happen. I don't know about 2007. I appreciate the  
10 nudge, especially if we can get this contractor aboard. I  
11 don't know.

12 MR. BERMAN: Well, so much of the  
13 conception is really already understood. Is the detail of  
14 the design process so lengthy that it couldn't meet what  
15 Doug is suggesting?

16 MR. COOPER: I'd have to check with George,  
17 my project manager, on that. I -- I don't know enough  
18 about it at this point.

19 MR. BOGGS: There are a lot more hurdles  
20 for a design of that type project than, for example, the  
21 transfer station.

22 MR. BERMAN: Yeah.

23 MR. BOGGS: Transtation's going to be very  
24 straightforward, consequential equipment. There's -- that  
25 many contractors can do. There's just a number of steps

1 in the process because of the safety issues there; for  
2 example, they may get a design, but when they go to get a  
3 contractor to do the work, the contractor may want to  
4 change the design because of the nature of how steep it  
5 is.

6 When you have things that are of that  
7 nature, sometimes you have to work things considerably  
8 more.

9 MR. ULLENSVANG: And that's the reason the  
10 trust has taken this particular approach, to bring in the  
11 construction contractor to help with the design. So it  
12 isn't a change of gears.

13 A new idea won't come up in the construction  
14 phase because it will be incorporated in the design. So  
15 you won't have a change in the beginning phase.

16 MR. COOPER: Right.

17 MR. BERMAN: That makes sense, but, I mean,  
18 you can -- someone who's interested in -- in having that  
19 contract has probably got a fairly detailed conception  
20 already in their mind.

21 MR. COOPER: Yes.

22 MR. ULLENSVANG: Yes.

23 MR. BERMAN: So --

24 MR. ULLENSVANG: The consents are fairly  
25 well-developed.

1 MR. BERMAN: Yeah.

2 MR. ULLENSVANG: And the firm that the trust  
3 is interested in has the appropriate experience to do this  
4 type of work. And so it's not that they will have to, you  
5 know, ponder new consents. They'll have a fairly good  
6 concept going into it, and much of the background work has  
7 been done through some of the hurdles that Bob has talked  
8 about.

9 Those have already been passed, and it will  
10 be much more straightforward to finish the project up than  
11 it once was.

12 MR. BERMAN: Then why isn't there a very  
13 important reaction to Doug's request?

14 MR. BOGGS: I think there is a positive  
15 reaction. I think they are moving forward, at least  
16 that's my understanding.

17 MR. COOPER: Yeah.

18 MR. BOGGS: They've been encouraging them  
19 to make that process moving forward, at least as fast as  
20 it can go. We can all be optimistic and open that all the  
21 chips fall right in a line, and if they do, maybe there is  
22 some really minor chance that something could happen at  
23 that particular site in -- in 07, but I think  
24 realistically looking at still some of the hurdles,  
25 although a lot of them have been crossed, that would be

1 very optimistic schedule to really try and schedule  
2 that --

3 MR. COOPER: It's just that --

4 MR. BOGGS: -- To happen that.

5 MR. COOPER: I just didn't want to set the  
6 expectation of 2007, because for these projects to go,  
7 they have to start at the beginning of the dry season.  
8 You can't start them in the fall.

9 I didn't want to set that expectation we're  
10 going to make it in 2007, and all of a sudden it's August  
11 or September, and we have to push it to 2008. So  
12 definitely 2008, we got to make it happen, and if we make  
13 it happen in 2007, all the better, but I just want to set  
14 our expectation that it's more likely to happen in 2008.

15 MR. BOGGS: It's -- our management found a  
16 way to push the RAP schedule from November to June, so  
17 it's optimistic just to have a RAP for the summer with all  
18 the hurdles in that let alone and follow on with the  
19 design to have that in place.

20 MR. COOPER: Right.

21 MR. BOGGS: It's probably putting too many  
22 things in a really optimistic basket. November was not an  
23 unrealistic schedule, but my management and --

24 MR. COOPER: Right.

25 MR. BOGGS: -- trust has given us marching

1 orders to accelerate that RAP. So I think getting that  
2 done, I think to allow any work in '07 is going to be a  
3 concerted effort.

4 MR. BERMAN: But -- but what's the --  
5 what's the value of accelerating the RAP if you can't do  
6 some of the work in the summer of '07, anyway?

7 MR. BOGGS: We can do much of the work, but  
8 do all the work of the simple sites, do all the work that  
9 can be done. Don't do the work that has safety  
10 considerations and seismic considerations and things that  
11 are much more complicated and require a complicated  
12 design. You can have these easy ones set up ready to go.

13 MR. BERMAN: That's clear. That's why I've  
14 never understood why you don't want to separate the RAP 3  
15 so that you can collect all those easy sites and get them  
16 designed and do them in '07 and not put the energy into  
17 those that you know you can't accomplish.

18 MR. BOGGS: The RAP approval doesn't  
19 necessarily match when the work gets done. So the  
20 decision process -- basically, the trust considered that  
21 they are ready to have a decision on all these sites  
22 regardless of when they're able to get the work done and  
23 scheduled.

24 MR. COOPER: Right. And we didn't think  
25 the Baker Beach landfills were going to be so difficult to

1 get through the RAP process. As you know, we thought that  
2 we'd be able to get those clean closure remedies through,  
3 and once we started to do some more characterization, kind  
4 of one thing led to another and it got more complicated,  
5 so --

6 MR. BERMAN: Yeah, but -- yeah, but --

7 MR. COOPER: We're almost at the end, so we  
8 made it through. Just to blow my own horn. The Baker  
9 Beach landfill sites, especially slopes, are sites that  
10 the Army basically said, no way, impossible.

11 They were trying to do the compliance with  
12 National Historic Preservation Act, and due to the  
13 technical complexity of these sites, they're basically  
14 impossible to clean up.

15 I mean, that was their -- I wasn't around  
16 during that time, but I think that's kind of the themes  
17 that they were sounding.

18 And we have made a lot of progress in  
19 getting the right vendors out there to try out different  
20 technologies and to -- the trust could have said oh,  
21 you're right. Oh, my God. This is baffling. We don't  
22 know-how to do this, but we have really stuck with it.

23 It may not have been the most efficient way.  
24 We've stuck with it, and we think we're getting now near  
25 the end game now to get these things set up. It's more

1 complicated there.

2 We said we were we were going to do some  
3 clean closure on the slopes, and there we are. We  
4 haven't talked about this petroleum site yet. I showed  
5 some pictures, I think last time, of the cleanup down by  
6 the commissary PX area, which is just across the street  
7 from the Crissy Marsh, and we are well underway on  
8 cleaning up the five target areas. I call them excavation  
9 areas, and the Phase I zone of this particular petroleum  
10 remedial site.

11 We've done digging at four of the five  
12 areas. One area's been cleaned up, looks good, backfilled  
13 and paved. The second area's been cleaned up, and it  
14 looks good, and we're just -- it's going to be slated for  
15 backfilling quite soon.

16 A third area, we've had to do some  
17 additional over excavations there due to contamination.  
18 We didn't get all the contamination in our first dig, and  
19 so we've done now a second round of confirmation testing  
20 and excavation side walls and bottom samples, and so those  
21 results are pending.

22 And then the fourth area is actually the  
23 first area that we started digging at, which is in the  
24 sports basement working lot. That's the one where we dug  
25 out the contaminated areas from our site investigation,



1 but then we identified coal there in the side walls.

2 And so we had to kind of stop, worked with  
3 Devender and Bob as far as how to sample the side walls in  
4 on excavation where there's coal, exposed coal there.

5 We've now reached a consensus on how to do  
6 that. We've now developed a consensus in the sports  
7 basement work working lot. We're waiting for those  
8 results to come in. We'll get the results over to the  
9 regulators and get those sites cleaned up, as well.

10 The fifth excavation area is a -- is a small  
11 excavation area that's right in the middle of Mason  
12 Street, and we -- we need to address that one, as well.

13 So let's see. What else? There's --  
14 getting backfill soil that meets all of our cleanup  
15 requirements in the order, but we're doing our best to  
16 find appropriate backfill soil.

17 MR. NARALA: Can I add ago something to  
18 that?

19 MR. COOPER: Yes.

20 MR. NARALA: We find pavements underneath  
21 pavements here. The commissary PX is a very interesting  
22 project for me. Everywhere we're digging, we're seeing  
23 asphalt layer underneath it, and the results are very,  
24 very interesting. That was delaying the process more than  
25 anything else.

1                   MR. COOPER:    So the site history, the  
2   former use of the site.  I don't know if you want to use  
3   the word archeology, because that has different meanings  
4   involved, but it does sometimes complicate our site  
5   remediation.

6                   And thank -- we've started -- my last bullet  
7   is about these regular stakeholder meetings during the  
8   cleanup process, and they have been incredibly useful for  
9   us on this, and it's something that I'm really committed  
10  to stick with, that we are now -- as we run into the coal,  
11  as we run into these various issues, we have Bob and  
12  Devender come out sometimes weekly to come, look in the  
13  excavation areas.

14                  Then we sit down and go over the data, and  
15  there's a lot of -- because we're bumping into layers of  
16  roads and coal, there's a lot of interpretation that needs  
17  to go on, and we need to interpret that data together so  
18  we can -- when we say we're done, we all agree that we're  
19  done, and so there you go.

20                  Other petroleum sites.  We have the 1065  
21  area, where we've done an interim action.  We're already  
22  cleaned up half of that site already through an interim  
23  action.  We got the rest to clean up, and we have a  
24  recommended Final Corrective Action Plan with Devender on  
25  that.

1                   We have -- we're comfortable about the  
2   scope, so we've been actually working on the design, which  
3   in the petroleum process. We call it our implementation  
4   work plan, so we hope -- it's underneath building 1063, by  
5   the way, if the you're wondering where we're going to dig  
6   in that area.

7                   It's kind of a big petroleum area, but the  
8   actual digging is going to occur next to and underneath  
9   building 1064. Hopefully, we'll get started early next  
10   year.

11                  MR. NARALA:   Is it near the water treatment  
12   plant?

13                  MR. COOPER:   Yeah. Building 1063 is also  
14   where the building -- where the trust plans on eventually  
15   building our water treatment/recycle plant, so -- all  
16   right.

17                  Building 1349 petroleum site. We have a  
18   final Corrective Action Plan on that. Now it's just a  
19   matter of getting our design work plans together and get  
20   started on that early next year, as well.

21                  And another big petroleum cleanup project is  
22   the 207/231 area. We have -- not only are we finalizing  
23   the Corrective Action Plan, but my project manager on this  
24   project has been having a series of stakeholder meetings.  
25   We call them integrated team meetings, same meeting.

1                   And to talk through various design  
2 considerations before we actually pull the trigger with  
3 our consultants and have them put together the engineering  
4 designs, and we hope to get started on that one late next  
5 year.

6                   So other things on the program that's going  
7 on, we have a whole bunch of tanks that we need to  
8 administratively close out, and so we've been sending  
9 waves of really big documents to Devender over the last  
10 couple months kind of requesting administrative closure  
11 for tanks in groups of fifty to seventy at a time, and so  
12 that is what that first section's about.

13                  Mini Caps are sites where the Army pulled  
14 the tank, but there was a little bit of residual soil.  
15 And our last set of -- group two is basically the last  
16 group of Mini Cap Sites.

17                  Some of them we're going to recommend  
18 administrative closure on, but in infantry terrace area, I  
19 think I mentioned this before, there's some residual  
20 petroleum there that's -- that we're going to need to talk  
21 to the Water Board on how to best assess.

22                  So it might turn out to be at another corrective action  
23 plan, which --

24                  FACILITATOR KERN:   What kind of level of  
25 contamination are we talking about?

1 MR. COOPER: I don't know off the top of my  
2 head. Brian, do you know?

3 MR. ULLENSVANG: There's free product in  
4 some of those areas.

5 FACILITATOR KERN: Free product in the  
6 basement?

7 MR. ULLENSVANG: Below in the shallow rock  
8 area. When we were drilling, taking samples, they  
9 encountered layers in the machine.

10 MR. COOPER: So free product means pure --  
11 pure petroleum product sitting in the subsurface, either  
12 in the soil or sitting on the water table.

13 MR. ULLENSVANG: In this case, it's  
14 primarily in fractures in the rock.

15 MR. COOPER: All right. That comes up in  
16 my financial report, as well. So I redid my -- I redid my  
17 cost estimate for my Mini Cap program. You'll notice  
18 that --

19 FACILITATOR KERN: Yeah.

20 MR. COOPER: It's basically associated with  
21 that finding.

22 FACILITATOR KERN: Is it a new site, then?  
23 Was that projected to have that kind of contamination?

24 MR. COOPER: I don't -- I think it -- I --

25 FACILITATOR KERN: I don't recall it

1 ever --

2 MR. ULLENSVANG: It was known that there  
3 was contamination. The Army, when they pulled the fuel  
4 pipelines, encountered a lot of contamination, and, in  
5 fact, didn't remove a lot of pipeline.

6 MR. COOPER: It falls into the category of  
7 more of the time, unfortunately. We knew that these were  
8 petroleum sites, and we found more petroleum there, so --

9 FACILITATOR KERN: Do we know whether there  
10 was an estimate? Since we thought if there was  
11 contamination, are we within the estimate or are we going  
12 way over our estimate?

13 MR. COOPER: I can take a quick look.  
14 Maybe when we get to the financial report, we can check  
15 what we thought in 1999 versus what we're thinking now for  
16 our Mini Cap program.

17 The last set of petroleum projects are these  
18 fuel distribution pipelines. FDS is really five miles of  
19 pipeline that the Army installed historically that  
20 distributed fuel throughout the Presidio.

21 Those pipelines leaked fuel oil all over the  
22 place, and we -- the trust is now in charge of -- the Army  
23 started there -- started this -- the cleanup of leaks from  
24 their -- this pipeline network. And now the trust is  
25 finishing that up.

1                   And we've gotten closure sent into the Water  
2 Board for our first group of FDS pipelines, but our --  
3 we've actually grouped two and three together. All the  
4 rest of the FDS pipelines we put together a huge field  
5 sample plan, which we just sent Devender, as well.

6                   We're burying him in documents of late, and  
7 it's a really big field sample plan. It's very ambitious  
8 to investigate all the rest of the FDS pipelines basically  
9 in one big, you know, cost-effective sample plan, and we  
10 should probably sit down with everybody and just explain  
11 what our criteria is for which ones we think warrant  
12 investigations and which ones we don't think warrant  
13 investigation,

14                  And most especially getting Devender on  
15 board with that strategy. And geotracker, it's just a  
16 Water Board database where we're required to up load  
17 certain tank information into a Water Board statewide  
18 database.

19                  Lead in soil. Cleanups continuing. We've  
20 been doing, you know, cleanups throughout various  
21 neighborhoods in the Presidio, kind of tracking where we  
22 are doing paint, cyclical paint or building upgrades.

23                  Then we can clean up the soil there, and we  
24 did our Funston Avenue cover remedy just last month, as  
25 well, and that went very well. So there's paint program

1 by the numbers. I won't go over the numbers, but I'm  
2 going to keep that as an ongoing one.

3 And the last little bit of miscellaneous  
4 things, I presented my land use control report to you all,  
5 and I think I want to continue to talk about how land use  
6 controls are -- what their function is, how they enhance  
7 our remediation program and are not necessarily a device  
8 to replace clean closure in every single instance. That's  
9 not what that document is about.

10 DTSC and I are -- we're making a little bit  
11 of progress regarding the mustard bottle site. The Army  
12 sent a work plan in. We got. Now we got Bruce Handle  
13 from the Army on the phone, and he seems like he might be  
14 ready to work out, resolve our comments in early December  
15 so we can get the Army get going on their investigation  
16 finally.

17 And one last little bit on this slide is  
18 just today, there was an unknown object discovered, and it  
19 was discovered by people working for the park's  
20 conservancy. And they did the appropriate notifications  
21 to Brian and I and George. And the park police came  
22 on-site.

23 That object could not be identified, and so  
24 they -- the city was identified -- was notified and the  
25 object was destroyed, and end of story. But for some



1 reason, Channel 2 News was on-site, as well. I'm not too  
2 sure how Channel 2 found out about this.

3 MR. ULLENSVANG: We think they got it off  
4 the scanner.

5 MR. COOPER: The police scanner. Well,  
6 there you go.

7 Okay. Should we take a break before we go  
8 into finances, or just keep moving on?

9 FACILITATOR KERN: What's the -- what  
10 should we do? Should we take a ten-minute break? Five  
11 minutes? How about a five-minute quick break and then  
12 we'll go over the finances? That sounds good.

13 (Recess taken).

14 FACILITATOR KERN: I thought as we got  
15 started that there might be a few people that we didn't  
16 introduce before everybody takes off. Maybe in the back  
17 of the room, people could introduce themselves, and it  
18 would be an opportunity as we start up the meeting again.

19 PROSPECTIVE MEMBER: Well, I don't know. I  
20 think I fit here. As far as education goes, I have a  
21 chemical engineering degree. I have worked my -- over the  
22 last couple decades in offering planning advice to major  
23 chemical companies, and I think I could produce here, and  
24 that's why I want a chair.

25 PROSPECTIVE MEMBER: I was here a couple

1 meetings ago, and I went through my background, and am  
2 still interested.

3 PROSPECTIVE MEMBER: My name is David Bach.  
4 This is like my second meeting. I'm just a user of the  
5 park, a visitor there from time to time, so I'm interested  
6 in land use, and I'm interested in helping direct that.

7 PROSPECTIVE MEMBER: I'm John Katz, an  
8 environmental chemist by trade. I'm a consultant that  
9 works with Zurich Insurance.

10 PROSPECITIVE MEMBER: I work in  
11 advertising. I don't have much of a background, but this  
12 is my first meeting and I'm curious what you guys do.

13 FACILITATOR KERN: Thank you.

14 MR. FREY: Mark Frey, a geologist that  
15 works for the Trust.

16 MR. I work environmental consulting.

17 MS. ANDERSEN: Andrea Andersen, I work for  
18 the Park Service from the Trust.

19 MR. BERMAN: There were a couple of people  
20 that came in late from the community members, like Julie  
21 and George.

22 MR. DIES: George Dies.

23 FACILITATOR KERN: And Ed, perhaps, could  
24 introduce yourself.

25 MR. CALLANAN: Ed Callanan. I have been

1 with the board here about eight years, and I've been  
2 employed by the State of California Department of  
3 Industrial Relations as the assistant to the chief of  
4 occupational safety and health and as a member of the City  
5 Library Commission for 26 years.

6 MS. CHEEVER: I'm Julie Cheever, a  
7 community member, also with not a technical background.  
8 I'm a news reporter that covers legal matters, but the one  
9 thing about that is I'm not afraid of acronyms.

10 MR. COOPER: Okay. I'm going to talk a  
11 little bit about the quarterly financial status report  
12 that the trust issued by letter dated November 2nd, 2006.

13 This particular quarterly financial status  
14 report covers all costs as of September 30th. And as you  
15 know, the purpose of these reports is to kind of be an  
16 ongoing tool for us to communicate on -- on tracking  
17 costs, on budgeting costs, projecting potential future  
18 costs, and for us to have conversation about that, and for  
19 the trust to take a look at that and identify cost  
20 increases and communicate that internally, as well.

21 So let me provide -- this is our little  
22 one-pager overview, and, you know, at the request of the  
23 RAB at the Restoration Advisory Board, I've got two other  
24 slides. I know the handouts are impossible to read. Use  
25 your other handout where I blew them up on one-page --

1 one-page each, so it's easier to read the numbers.

2 For this overview, we're going to talk about  
3 a little bit of detail. We got the original 99 million  
4 from the Army, and we've spent 54 million, and we have  
5 about 59.3 million left in the bank, because we still have  
6 -- we got 15 million interest so far.

7 Now, the other key number -- I don't want to  
8 talk about all the numbers on this particular sheet. The  
9 other key number that I want to bring to your attention.  
10 This shows our current estimated funding gap. Jan's been  
11 coaching me on the word for that.

12 So it is now 18.8 million. I want to talk a  
13 little bit about that number, because it's a three million  
14 dollar increase since our last quarterly update. And if  
15 you have any reaction like my boss did, it was not -- it  
16 was very shocking for him. And so I've spent some time  
17 trying to talk to him about, you know, what's caused this,  
18 and really what -- what the purpose of these quarterly  
19 financial status reports are, and that I've gotten some  
20 feedback from him on that and maybe at a committee  
21 meeting, I can talk to you about how I can -- maybe some  
22 adjustments I might want to make to these reports.

23 He just freaks out when the number is  
24 bouncing around like this every time, and I think there's  
25 ways to show the number bouncing around, because that's

1 reality, and at the same time, show an upper end bound  
2 that stays kind of constant. I don't know.

3 I'd like to talk to Doug and other people  
4 interested in that, because I think it's causing some real  
5 concern in my management about just, you know, that we're  
6 out of control and -- financially, but actually, this is  
7 kind of the nature of the beast.

8 As we start to identify and better  
9 understand projects, if the estimated cost projection of a  
10 particular project could go up and down, but in the  
11 remediation business, they usually go up, and so, in fact  
12 -- so any questions on the one-pager? Because I can talk  
13 about some of the projects that have gone up over the last  
14 quarter.

15 MR. BERMAN: I just want to make a comment.  
16 If I look to see from the very start that you projected an  
17 overrun -- maybe you like gap better. I'll just call it  
18 an overrun., and so if I -- if I plot a graph which is  
19 year and -- on the X axis, so to speak, and on the Y axis,  
20 I plot the projected overrun.

21 MR. COOPER: Yeah --

22 MR. BERMAN: And I just look at that and I  
23 add this new one here, it looks darn near like a straight  
24 line. So if I was your management, I would be --

25 MR. COOPER: Yeah.

1 MR. BERMAN: -- a straight rising line and  
2 every year the projected gap increases.

3 MR. COOPER: Yeah.

4 MR. BERMAN: You know, and the question is  
5 for you to show that that line is not going to extrapolate  
6 out to something like thirty million, but it's going to  
7 level off at something, and, you know, you can talk, but,  
8 I mean, the graph that I'm talking about is the raw  
9 evidence of what's happening.

10 And it's just the evidence of what you're  
11 saying. When you know more about the project, it always  
12 costs more, so -- I mean, I'm not necessarily saying a  
13 linear projection is valid, but the graph is certainly  
14 striking in terms of the projected overrun as a function  
15 of the year.

16 MR. COOPER: Right. And I think a lot of  
17 this is my contingency, how to describe contingency. So  
18 I've got -- in my project cost estimate, you know, those  
19 individual ones, I've got basically a construction  
20 contingency, but I really don't have a contingency for the  
21 increases on the planning end of things, and I don't know.

22 FACILITATOR KERN: I think there's a huge  
23 amount of questions within this group, and we can give you  
24 some feedback, and it's going to take a little bit of  
25 organizing internally for us.

1 I think it's a goal for us in the new year  
2 with new folks coming on how to organize efficiently to  
3 give you some good feedback on this.

4 MR. COOPER: I'd love that.

5 FACILITATOR KERN: I think given the hour  
6 now that --

7 MR. COOPER: Let's keep trucking.

8 MR. BUDROE: Can I --

9 MR. COOPER: Yeah.

10 MR. BUDROE: One quick question. Do you  
11 have any projected way of getting a handle on if you think  
12 you're going to collect anything from the insurance poll,  
13 which is Zurich, and if so, how much an allocation factor?

14 MR. COOPER: We should probably sit down  
15 and talk about where things stand on both our unknown, you  
16 know, contamination site insurance policy. We have  
17 upwards to six million dollars worth of claims, you know,  
18 or more with Zurich right now, and then the cost overrun  
19 insurance policy, as well, FDS different thing, but --

20 MR. BUDROE: But because --

21 MR. COOPER: The claims process is  
22 continuing. I think I've identified all the sites that I  
23 have claims on, and Zurich and the trust are in the  
24 process of exchanging letters, kind of position letters  
25 right now basically on each of our claim sites, and that's

1 where things kind of stand right now.

2 MR. BUDROE: That's going to have -- could  
3 potentially have a big impact on the bottom line of how  
4 much you think you are over or aren't over.

5 MR. COOPER: Mm-hmm.

6 MR. BUDROE: The resources that you've  
7 actually got to work with.

8 MR. COOPER: The funding gap right now  
9 assumes zero recovery from Zurich. I'm trying to present,  
10 you know, the worst case scenario, but as you see -- well,  
11 again, it's a bigger group. Maybe I'm not presenting  
12 worst case scenario because my number keeps going up every  
13 quarter.

14 FACILITATOR KERN: I think John's point is  
15 one of the elements that we have to work in. There's  
16 claims. There's reimbursements from other parties like  
17 potentially Caltrans. There's a variety of --

18 MR. COOPER: I have a budget for  
19 contingency budgeting. So here are some things. Top six  
20 projects with the biggest estimate at completion. That's  
21 the whole universe of costs, start to finish costs, for a  
22 particular project, and these are the top six that  
23 occurred over the last quarter where my project managers  
24 have reforecasted the projects and costs have gone up  
25 significantly.



1                   The first one up to bat is 937. You know,  
2 previously you can see my previous projection is only 269  
3 thousand. I basically -- and I'm not going to probably do  
4 this again. I only put in the projection for getting  
5 through the site investigation stage.

6                   So we found this unknown site. It never had  
7 a budget before, and we're like oh, okay. It's got some  
8 perchlorethylene there. I'm only going to project out  
9 costs to investigate. Now I've realized that's probably a  
10 mistake.

11                  As soon as I find a site, I'll going to give  
12 it my best guess, project all the way through, and maybe  
13 that will -- I'll find out -- I'll be looking for your  
14 advice on that.

15                  MR. ULLENSVANG: The same thing you want to  
16 watch is accounting standards. On the accounting  
17 standards, you want to project the next phase.

18                  MR. COOPER: Yeah.

19                  MR. ULLENSVANG: So there may have to be a  
20 tiered system.

21                  MR. COOPER: Right. Okay. But then again,  
22 see what happens, if and my boss was, like what? 937  
23 increased by, you know, what did I say?

24                  MR. BUDROE: 600 percent.

25                  MR. COOPER: 1.5 million. So that kind of

1 caught him off guard, and so I maybe might need to find a  
2 way to, yeah, stick to accounting.

3 I don't want to do anything way, you know,  
4 unusual here, but I want to, you know, find a way to -- as  
5 soon as we find something, I'm right up-front with this is  
6 what I think it might cost at completion and not just what  
7 I think it's going to cost me the next six months.

8 MR. BUDROE: Mm-hmm.

9 FACILITATOR KERN: There are ways to deal  
10 with that, you know. Just a whole bunch of different  
11 ways.

12 MR. COOPER: With Baker Beach 1, we found  
13 all that new roofing material, and so we tacked a pretty  
14 sizable increase on that particular site.

15 Merchant Road fillsite, which is a new site,  
16 previously unknown cite according to the trust. It had no  
17 previous budget, and the trust budgeting process, and we  
18 have assigned \$500,000 to that.

19 MR. NARALA: This one is all the way to  
20 completion?

21 MR. COOPER: That's a good question. Yes.  
22 All the way through the CERCLA process. That might be  
23 low.

24 MR. NARALA: It looks very low to me, but

25 --

1 MR. COOPER: So --

2 MR. NARALA: What do I know?

3 MR. COOPER: The next one is Mini Cap area  
4 B, and as you can see, we added 1.5 million. That might  
5 be a little bit on the high side. It's hard to say.

6 We haven't even engaged with Devender on  
7 what his thoughts are with respect to this particular  
8 infantry terrace petroleum site, and we haven't engaged  
9 with him on that yet we haven't sent him the data report  
10 yet, but I have now shown an increase of potential costs  
11 at that site by 1.5 million.

12 And fuel distribution, pipeline  
13 investigation and cleanup. Now that we put together that  
14 big mega field sample plan, you know, we really were able  
15 to understand a lot better, you know, segment by segment  
16 of that pipeline, what's it going to take to get to  
17 closure, and so we've had to tack on another three 26,000  
18 there.

19 And the only other thing that was a change  
20 in the quote, unquote, good direction is due to rise of  
21 interest rates. We're projecting a higher revenue stream  
22 for interest income.

23 Okay.

24 MR. BERMAN: It's just amusing go that in  
25 row three, which is gotten by the percentage increase, is

1 gotten by dividing three by two. In normal mathematical  
2 terms, that would be infinite, not zero, but I guess  
3 accounting practices make that zero.

4 MR. COOPER: I noticed that. Is that like  
5 a hundred percent -- yeah. Maybe I should have put just a  
6 dash there.

7 MR. BERMAN: Right.

8 MR. COOPER: The other thing that we're at  
9 least talking about with this particular one, which  
10 probably isn't as interesting, is where we spent the most  
11 money in the -- which sites did we spend the most money on  
12 in the last quarter, and what you basically need to look  
13 at is just the first column.

14 So current cost period, you can see from  
15 July 1 to September 30th, that first column there is a  
16 listing of projects that we spent money on. You know, not  
17 a whole bunch on any particular project. Commissary PX  
18 being the highest ticket one, because we're in the middle  
19 of a site cleanup there, so we're getting some pretty  
20 significant invoices from our construction contractor.

21 On commissary PX, even though I shouldn't  
22 jinx myself, you know, I think that we could perhaps come  
23 in -- in or under budget on that depending on how things  
24 go with these little couple sets of expeditions.

25 All right. So that's all I have on

1 financial reporting. I am interested in engaging with  
2 people on how to better communicate and show projections,  
3 like reasonable projection and then kind of high end  
4 projection or something like that.

5 FACILITATOR KERN: So folks have an idea,  
6 this is a -- I think an area that we consider how we're  
7 going to close the gap and how we can help Craig with  
8 reporting and including estimates and things.

9 I think it's an area where we can provide a  
10 lot of help, and I'll be making some proposals to you  
11 about how we might organize to do that. So that will be  
12 coming around the new year.

13 MR. COOPER: And if somebody wants to read  
14 my entire quarterly financial status report -- as you can  
15 see, it's -- these are just a couple tables from. It's on  
16 the Web library, and the Web library was down the last  
17 couple days, sorry about that, but it's back up again, and  
18 I think it's in the folder called "costs." I'd have to  
19 check, but you can find it there, as well. You can look  
20 at every single table in this particular report.

21 MR. BUDROE: One concern I've got with, for  
22 example, increasing the accuracy of what you think you're  
23 going to take in, if you do take anything in, with the  
24 Zurich policies, et cetera, is that the attitude that the  
25 trust management's going to have is liable to change

1 depending on the magnitude of what they perceive to be the  
2 overrun.

3 If it's going to be a humongous overrun,  
4 they might go into panic mode, if they think it's going to  
5 be a comparatively small amount and if it's going they can  
6 finesse or find the money elsewhere, whatever.

7 But one way, if you think it's going to be a  
8 little bit of a glitch you react one way. You react  
9 another way if you think it's going to be a disaster.

10 That's one thing about getting a handle on  
11 what the true situation is going to wind up being. It's  
12 going to have to be done sooner or later.

13 MR. BERMAN: The purpose is to have the  
14 truth, not to give a psychological statement. They're  
15 doing their best to provide what they think the overrun  
16 is. So it's --

17 MR. BUDROE: I'm not saying to give a  
18 psychological statement. I'm saying if you wind up crying  
19 wolf and it turns out you didn't need to, you can wind up  
20 creating a situation for yourself.

21 If the situation really is there's a  
22 humongous overrun, yeah, you need to know as soon as  
23 possible, but there's also a danger to over inflate what  
24 your overrun is going to be, too. So you need to be dead  
25 -- you need to be exactly right. You know, you don't need

1 to be way under forecasting, but you also don't want to be  
2 way over forecasting.

3 MR. COOPER: We can talk about this.

4 FACILITATOR KERN: There's more to this  
5 report, though, that needs to be looked at. Some of the  
6 RAP5 sites.

7 MR. COOPER: Mm-hmm.

8 FACILITATOR KERN: There may be cost growth  
9 in those sites that's not incorporated in this report yet.

10 MR. COOPER: Mm-hmm.

11 FACILITATOR KERN: So there's many areas  
12 along the lines of before we get too exact, we need to  
13 bring all those factors into a report and do some  
14 weighting analysis of the probabilities.

15 MR. COOPER: I know you guys are interested  
16 in claims, and I don't think this is confidential, Andrea.  
17 That we're invoking -- we're going into the dispute  
18 resolution process with the Army on a couple of our claim  
19 sites, so I just want you to know that we're not sitting  
20 around on our heels, you know, letting the Army drag  
21 things out.

22 We're invoking -- if you look at the  
23 memorandum of understanding with the Army, there's  
24 different stages of dispute resolution. And we've now  
25 invoked the first formal stage at staff level, which is

1   only I think a 350-day period, so once we start -- that  
2   was a big step for that, because once we get started,  
3   you'll see that it goes executive level.

4                   It kicks along pretty quickly here, and I  
5   think it's fine as to what we've invoked the dispute on.  
6   We've invoked dispute on Baker Beach 2A site, which is a  
7   site that we've put in RAP number three and, you know, it  
8   was never budgeted before we started construction on it.

9                   we would love to get the money for that  
10   project, and we've also invoked disputes on some smaller  
11   tank sites, as well. So it's going to start getting more  
12   interesting with the Army, and we'll probably be doing the  
13   same on some other claim sites with the Army.

14                  And our exchange of letters with Zurich is  
15   not that far behind, as well, as far as kind of getting  
16   final petitions from not only the Army and working through  
17   the dispute, but from Zurich, as well. So I'm -- we're  
18   pushing that. Okay.

19                  FACILITATOR KERN: Did you have --

20                  MS. GEE: Just following on your -- I think  
21   it would make it a management tool, like on a very macro  
22   level if they also -- besides the numbers, the shortfall  
23   or whatever it is, like the percent of sites or project to  
24   completion, because once you have those -- that  
25   percentage, you'll see that actually there should be some



1 alarm bells ringing, you know, that there's so many sites  
2 remaining that haven't been addressed yet.

3 MR. COOPER: Yeah.

4 MS. GEE: So --

5 MR. COOPER: I have at one time --  
6 remember, I set up that criteria on how to quantify  
7 progress, you know, what's 25 percent complete, what's 50  
8 percent complete. We might want to resurrect that, as  
9 well.

10 It's just a way to communicate with folks, a  
11 little arbitrary, but it is a way to talk to folks about  
12 where we are in the pipeline. All right. So the last  
13 couple slides, I know it's getting late --

14 MR. BERMAN: One nice thing about this  
15 quarter in the top seven projects that the total cost were  
16 less than the interest gathering. That's a very important  
17 thing.

18 MR. COOPER: For the top seven projects.

19 MR. BERMAN: For the top seven, right.

20 MR. COOPER: We have various initiatives  
21 going on right now to help us be more efficient and try to  
22 control costs wherever possible, and there's two things  
23 that are kind of going on concurrently.

24 We have this summit meeting process, which I  
25 know that you guys pretty much got organized for, and

1 we've had our second Summit meeting now. It was held on  
2 January -- January -- October 24th, and there's notes from  
3 the meeting that have been circulated and that everybody's  
4 taking a look at right now, and there's certain action  
5 items that we're following up on.

6 The major topic at the beginning of the  
7 summit meeting was RAP number three. I think we've talked  
8 about it with folks, so we don't need to get into that.

9 At least one big thing that, at least  
10 through 2007, we could meet as often as quarterly or, you  
11 know, four to three times in 2007 to kind of keep, you  
12 know, the managers of Brian, myself and Bob and Devender  
13 kind of apprised and interested in making our project a  
14 success.

15 And then the other thing going on is this  
16 evaluation that was -- the trust contracted to a Booz  
17 Allen Hamilton, and they have delivered kind of  
18 preliminary findings to the trust.

19 And now I'm trying to organize them to come  
20 and present -- do a presentation to the RAB, and I was  
21 thinking maybe that Booz Allen Hamilton is checking his  
22 calendar. I'm assuming you guys are interested in such a  
23 presentation. You can think about that. It's whatever in  
24 my book, and, you know, we can do it -- I know December  
25 would be really dicey to do something like that, because I

1 don't even know if we're going to have any type of RAB  
2 meeting in December.

3           You might want to take a look at the  
4 committee meeting. When we had Zurich come, that was at a  
5 committee meeting. I thought that that went really well.  
6 They gave a very complete presentation of the insurance  
7 policies, and I'm envisioning a seven type presentation by  
8 Booz Allen Hamilton, Power Point with handouts outside and  
9 things like that.

10           FACILITATOR KERN: Are they possibly  
11 available for the November in two weeks?

12           MR. COOPER: That's what I'm -- he's  
13 checking his calendar right, and I'd like to know if he  
14 says yes, is it a go with these guys? Is it something you  
15 want in November or do you want to have it in January?

16           MS. BLUM: November.

17           FACILITATOR KERN: Yeah.

18           MR. ULLENSVANG: I won't be able to attend  
19 the November meeting. You can schedule something for the  
20 people during the day.

21           MR. COOPER: Sure.

22           MR. ULLENSVANG: Park service.

23           MR. COOPER: Okay. We were also thinking  
24 of actually having a second presentation for -- maybe at  
25 the February 22nd Summit meeting for the middle managers

1 to see that, as well. So I know that's much later, Brian.  
2 I can definitely give you the handouts.

3 MR. ULLENSVANG: I'd like to be able to ask  
4 questions.

5 MR. COOPER: Yeah. Okay.

6 MR. BERMAN: Did you say you could not be  
7 here for the next committee meeting?

8 MR. ULLENSVANG: Yeah. I'm sorry. But you  
9 should be go ahead if you need to do it. I'd just like to  
10 have some other opportunity.

11 FACILITATOR KERN: Do you intend to have --  
12 is there going to be a seven written report from Booz  
13 Allen; do you know?

14 MR. COOPER: Yes. So when they do their  
15 presentation, they should have a -- all their Power Point  
16 slides will be distributed just like what I do here and  
17 there will be some kind of report handout, as well.

18 So --

19 MR. ULLENSVANG: Would it be possible to  
20 get their report ahead of the presentation?

21 MR. COOPER: Yes.

22 FACILITATOR KERN: I mean, I think we could  
23 -- if you know -- do you know what's in the report?

24 MR. COOPER: Yes.

25 FACILITATOR KERN: Is the report

1 controversial?

2 MR. COOPER: Controversial?

3 FACILITATOR KERN: I guess what I'd like to  
4 ask is are we looking at devoting an entire meeting two  
5 weeks from now arguing with them about things that you  
6 don't really care about? I mean, has the -- their report  
7 been integrated by the trust into your thinking? What  
8 kind of a conversation are we going to have?

9 MR. COOPER: Yeah. I had I'd like to --  
10 maybe I should get some feedback from you guys on how we  
11 want to do this, because I can just say you know what,  
12 folks, Booz Allen, just do your report.

13 I'm not going to give you any kind of  
14 coaching, or I can be very involved. I can tell you that  
15 the trust considers the Booz Allen report as recommended  
16 to us. It is not a -- you know, a set of instructions  
17 that we have taken, you know, our new way of enlightenment  
18 to run the program. I consider them simply  
19 recommendations. I think some of them are good. Some of  
20 them not so good, and I am working with my own management  
21 team for us to reach a final consensus on which ones we're  
22 going to follow and which ones not, and may believe you're  
23 more interested in that than what the recommendations are.

24 If it's a recommendation that the trust  
25 isn't going to follow, it becomes less interesting, I

1 would assume. Maybe not, but just less interesting to  
2 you.

3 MR. YOUNGKIN: I'm almost more interested  
4 in you telling us what you're going to do with the  
5 recommendations than hearing them give the  
6 recommendations, actually. Actually having them present  
7 it to us may not be that important.

8 MR. COOPER: Yeah. Maybe let them do it  
9 and then in a follow-up committee meeting, I can, you  
10 know, then talk about where the trust is going with these  
11 recommendations.

12 FACILITATOR KERN: I think to get right  
13 down to it, if the trust was going to take a  
14 recommendation that had a major impact on your program and  
15 we would maybe want to ask them how did you come up with  
16 this recommendation. So we could have a conversation with  
17 them about how they came to something. That would be the  
18 most useful.

19 Then basically we could -- if we really  
20 disagreed with the recommendation, we're kind of shaking  
21 the tree a bit just to see, you know, how did you come up  
22 with this, this crazy idea.

23 MS. CHEEVER: In line with something that's  
24 already been asked, you said they would have some kind of  
25 report at this meeting two weeks from now, but would it be

1 their absolute final report?

2 Another way of asking this, is there any  
3 chance that comments we make at a meeting with them could  
4 actually affect their final report?

5 MR. COOPER: That is a very good question.  
6 What I envision, you know, handing out is a -- basically a  
7 summary of their report that kind of talks about what were  
8 they tasked to do, what was their methodology for  
9 investigation, and what are their line of recommendations  
10 to -- to the trust, and then on top of that would be their  
11 Power Point presentation which provides their kind of  
12 analysis with that.

13 MS. CHEEVER: So that kind of means their  
14 report is final.

15 MR. COOPER: It -- where they are right  
16 now, it's -- I'm not asking them to do more work.

17 MS. CHEEVER: I see.

18 MR. COOPER: Whether I consider their  
19 analysis to be completely robust and complete is, you  
20 know, of -- I'm not completely satisfied that they did a  
21 completely robust analysis of all, you know, that I've  
22 asked them to do, and so that's why it's a little bit  
23 awkward for me to put them out there, but I know that  
24 there's been a lot of talk about it.

25 And I just want to get over, you know, with

1 this whole Booz Allen, you know, assessment. Let them say  
2 their piece and put out, you know -- let them talk about  
3 how they saw our program, and then we can just kind of do  
4 a follow-up after they talk, and there's things that --  
5 you know, there's things in there that I'm not totally  
6 comfortable in calling it a trust work product, to be  
7 totally honest, and it's he putting me in a very awkward  
8 situation.

9 FACILITATOR KERN: Given that it's awkward,  
10 would it be more helpful to you and to us if we had some  
11 document that we could review and then ask you questions,  
12 ask them questions once we understood? Because if we're  
13 just totally there in two weeks --

14 MR. COOPER: I know.

15 FACILITATOR KERN: With we're not going to  
16 really -- it's just going to be a presentation. They're  
17 going to bill us for coming out here for sure.

18 MR. COOPER: Yep.

19 FACILITATOR KERN: And so we may as well  
20 get the most we can out of it. Let's put it off till the  
21 new year and really be prepared to quiz them. I don't  
22 know.

23 MR. COOPER: Well, I know you guys, and  
24 what I am like -- what I'm like ready to send you in  
25 advance, you're going to find probably less than



1     satisfactory as far as backup information. I just want to  
2     be totally up-front about that.

3                 MR. ULLENSVANG:     That would be an  
4     opportunity to ask questions. There's a conclusion that  
5     that we felt was brought up -- there could be decent  
6     questions posed to bring out that basis.

7                 MR. COOPER:     Then they can beef up their  
8     Power Point presentation.

9                 FACILITATOR KERN:     I guess compared to  
10    other things we're trying to do, I would put this later.

11                MR. COOPER:     Okay, yeah.

12                FACILITATOR KERN:     I mean --

13                MS. BLUM:     Doug?

14                FACILITATOR KERN:     Yes.

15                MS. BLUM:     Personally, I don't want to see  
16    just another power presentation that starts at square one  
17    from their point of view and goes to Z. What I would  
18    prefer to see a culled down version of what the facts are,  
19    the salient points in this presentation and where there's  
20    some room for discussion.

21                MR. COOPER:     Mm-hmm.

22                MS. BLUM:     And frankly I would rather have  
23    you and Jeff Dies prepare the Power Point than go through  
24    a Booz Allen Hamilton thing. That's just my opinion.

25                I would rather see the succinct matter that

1 is up for discussion and may affect the remediation  
2 program than just another sales program.

3 MR. COOPER: That's a really good --  
4 internally Jeff Dies and I, we've been kicking that back  
5 and forth and, you know, there's pros and cons to both of  
6 that.

7 I think you might find it interesting just  
8 to hear Booz Allen's team's approach, and yes, they're a  
9 third party coming in from out of the blue and can hear  
10 what they have to say, here comes my attorney.

11 And I guess I would also say if there is  
12 something that we want to ask them in particular how they  
13 came up with some idea, that would be -- that could be  
14 interesting.

15 MR. BERMAN: Well, I think Jan's suggestion  
16 is very good if the Booz Allen people were there present  
17 at the same time. So if you do that, you know, and have  
18 them -- have the summary presented by -- by Jeff and  
19 Craig, have Booz Allen people sitting there so they can  
20 say, you know, we -- we agree or disagree with this, but I  
21 -- I do feel that for us to get a flavor of this report, a  
22 voice of Booz Allen should be heard, either from the  
23 backseat or somewhere, because --

24 MR. COOPER: Yeah. I think you'll find it  
25 interesting. And yes, Jan, he's going to be defending his

1 position, you know, and I think the folks will find that  
2 -- you might find it like, oh, you're driving me crazy. I  
3 don't agree with you, but that's his position.

4 He's audited similar programs nationwide,  
5 and what Andrea just said to me I think what we're trying  
6 to avoid, can we affect the report? That would mean  
7 comments and giving them a change order, where I'm  
8 personally not get interested in giving Booz Allen a lot  
9 more money for this.

10 Where you can have an effect is what we do  
11 with their recommendations. That's what she just said to  
12 me and I completely agree. Maybe we should focus on that.

13 FACILITATOR KERN: John, and then we need  
14 to wrap.

15 MR. BUDROE: I'd like to hear from the  
16 horse's mouth of exactly what they think they put in that  
17 report. The trust is going to hear about it for a long  
18 time, but this is going to one opportunity to have them  
19 say exactly what they thought they were recommending.

20 I would let them go ahead and wind it up and  
21 give their presentation, because that's going to be the  
22 only time you're seven to hear it directly from them.

23 MR. COOPER: Okay. Done, as you can see.  
24 This is just a listing of documents that have been sent  
25 out over the last three months. Most of them I've talked

1 about during my projects update.

2 MR. BERMAN: We get those by e-mail,  
3 anyway.

4 MR. COOPER: Yeah.

5 FACILITATOR KERN: All right. Well, I have  
6 a number of action items, but before we get to that, Jan,  
7 can you give us a little bit on what our intent is for  
8 The --

9 MS. MONAGHAN: What are we going to do with  
10 this?

11 FACILITATOR KERN: Membership stuff.

12 MS. MONAGHAN: There are nineteen people  
13 that said they were still interested and seven about seven  
14 or eight people that are consistent now and trying to set  
15 up a meeting for December the 5th with the membership  
16 committee to talk about the applications so we can come to  
17 the RAB meeting with a recommendation for the meeting in  
18 December.

19 FACILITATOR KERN: Okay. And that would  
20 bring up the December meeting. We've had a party in  
21 December. We don't have our usual party person any  
22 longer --

23 MR. COOPER: Oh, right.

24 FACILITATOR KERN: -- around with us. I  
25 haven't seen her since the last party. Maybe that's --

1 that says something.

2 MR. COOPER: We trashed her house.

3 FACILITATOR KERN: We trashed her house.

4 So I think given the importance of what we're trying to  
5 do, maybe we should continue with having a scheduled  
6 meeting and perhaps we can bring some things here for a  
7 party.

8 MS. MONAGHAN: Sure.

9 FACILITATOR KERN: All right. So we'll  
10 schedule -- try to have the meeting -- preliminary meeting  
11 with the selection committee, come with a slate to be  
12 voted on at the next meeting.

13 All right. Any comments from Devender? No.  
14 Not too many from Devender. Bob?

15 MR. BOGGS: No.

16 FACILITATOR KERN: Any new business?  
17 Action items, landfill 4 report.

18 MR. COOPER: Right.

19 FACILITATOR KERN: The Baker Beach 3  
20 chromium issue which could lead to some costs, as well.  
21 We're going to need to look at a schedule update for how  
22 we're going to get to RAP 3 signature May/June of next  
23 year.

24 The Lobos Creek landfill 10 follow-up with  
25 the -- currently with the wells over there. What are we

1 going to do that? Infantry Terrace is something I sort of  
2 feel like I'm learning about as a potential major cost  
3 increase.

4 Funding, we're going to deal with the  
5 funding gap is something that I would like to move the  
6 whole group with as we go through the new year and come up  
7 with an organization for how we're going to do that. And  
8 those are the action items that I have.

9 MR. BERMAN: Except for agenda for the  
10 committee meeting.

11 MR. COOPER: Right.

12 FACILITATOR KERN: Agenda for the committee  
13 meeting.

14 MR. COOPER: So I need to get back to folks  
15 as to whether this Booz Allen person can do it for sure  
16 and then tell him yes, if he says yes.

17 MR. BERMAN: I -- I'm -- I'm not precisely  
18 happy with that for two reasons. One is I think Brian's  
19 absence is a serious hole in the audience, and getting at  
20 their reasoning -- Brian will be extremely useful in doing  
21 that, so I feel his absence is really making that session  
22 -- could be less productive.

23 So my vote personally would be to have Booz  
24 Allen come in January after we've had a preview from --  
25 from -- from the trust as to what they think the positive

1 recommendations are, so we'll be educated, and then we'll  
2 hear from them and really have had a chance to think about  
3 it a little bit and be ready to really understand their  
4 reasoning, if that's possible.

5 FACILITATOR KERN: Consensus around that  
6 idea? Seeing mostly nodding heads.

7 MR. COOPER: Yes, okay.

8 FACILITATOR KERN: Thanks, Sam.

9 MR. COOPER: That means the January  
10 committee meeting, right?

11 MR. BERMAN: Right. Which gives them plenty  
12 of time and, you know --

13 FACILITATOR KERN: Not time to bill.

14 MR. BERMAN: Not additional billing time.

15 MR. COOPER: He's not billing.

16 MR. BERMAN: And also we might conclude  
17 after your presentation at the next committee meeting of  
18 sort of the background and what you're going to do about  
19 it, a request for some material to accompany them in the  
20 January committee meeting.

21 MR. HULTGREN: Is it correct that there  
22 will be some sort of a written summary available?

23 MR. COOPER: Yes. That can go out -- that  
24 could go out relatively soon.

25 MS. ANDERSEN: I haven't seen it yet.

1 MR. COOPER: Relatively soon. December. I  
2 think we can say by December.

3 MS. ANDERSEN: Yes.

4 MR. COOPER: So if it's end of January,  
5 that will give you a whole month.

6 MR. BERMAN: Right.

7 MR. COOPER: December, you'll get a summary  
8 report in December, yeah.

9 MS. CHEEVER: Then what will we do in the  
10 November committee meeting?

11 MS. BLUM: Besides going to meetings.

12 MR. COOPER: Like I said, the summary  
13 report is going to be -- like I said, it's going to be  
14 less than satisfactory with respect to back up  
15 explanation, and so then at the January meeting, this  
16 Power Point presentations's going to provide his analysis  
17 and how, you know -- backup information on how he reached  
18 his recommendations, but at least you'll have a heads up  
19 on --

20 MR. BERMAN: Right.

21 MR. COOPER: -- on what the primary  
22 recommendations are.

23 MR. BERMAN: I think approaching this in  
24 two stages has the advantage, personally, of digesting a  
25 certain amount of material and letting it bake in the oven



1 and seeing what product comes out.

2 And sometimes you go away from a first time  
3 presentation and something gels in your thinking, and it's  
4 too late to ask because you haven't had enough education  
5 on the subject.

6 FACILITATOR KERN: Any more thoughts,  
7 comments for the good of the order tonight? We'll come up  
8 with an appropriate agenda for the committee meeting. I  
9 think it will have to do with how we begin to organize  
10 ourselves for the upcoming year.

11 I'd like to wish everyone a great  
12 Thanksgiving holiday coming up and everyone's safe and  
13 happy over that time period.

14 And without any further objections, meeting  
15 adjourned.

16 (The meeting was adjourned at 9:36 PM).  
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1 STATE OF CALIFORNIA )  
2 COUNTY OF SAN FRANCISCO )  
3

4 I, the undersigned, hereby certify that the  
5 discussion in the foregoing hearing was taken at the time  
6 and place therein stated; that the foregoing is a full,  
7 true and complete record of said matter.

8 I further certify that I am not of counsel or  
9 attorney for either or any of the parties in the foregoing  
10 hearing and caption named, or in any way interested in the  
11 outcome of the cause named in said action.

12  
13 IN WITNESS WHEREOF, I have  
14 hereunto set my hand this  
15 16th day of January,  
16 2007.

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25  
Mark I. Brickman CSR No. 5527

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PRESIDIO RESTORATION ADVISORY BOARD MEETING

CERTIFIED COPY

REPORTER'S TRANSCRIPT OF PROCEEDINGS

TUESDAY, DECEMBER 12, 2006

OFFICER'S CLUB, BUILDING 50

PRESIDIO, SAN FRANCISCO, CALIFORNIA

Reported by: MARK I. BRICKMAN, CSR, RPR

License No. 5527



## ATTENDEES

RAB Members:  
Doug Kern, Facilitator  
Craig Cooper  
Brian Ullensvang  
Mark Youngkin  
George Ford  
Bob Boggs  
Devender Narala  
Sara Segal  
Gloria Gee  
Sam Berman  
Jan Monaghan  
Julian Hultgren  
John Budroe  
Michelle Passero  
Jan Blum  
Julie Cheever

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BE IT REMEMBERED that, pursuant to Notice of the Meeting, and on December 12, 2006, at the Officer's Club, Building 50, Presidio of San Francisco, California, before me, MARK I. BRICKMAN, CSR No. 5527, State of California, there commenced a RAB meeting under the provisions of the Presidio Trust.

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AGENDA

1		
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3	1) Welcome and Introductions - Doug Kern:	4
4	2) Agenda Review and Approval:	4
5	3) Announcements - None	
6	4) Old Business & Committee Report:	4
7	5) Ongoing Discussions:	5
8	6) Vote on Slate of Proposed Members:	29
9	7) Regulatory Agency Comments:	33
10	8) New Business & Public Comment - None	
11	9) Closing:	38

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1 FACILITATOR KERN: Welcome, everyone to our  
2 regularly scheduled RAB meeting for December 2006.  
3 Welcome to the Presidio Trust and all their staff that are  
4 here, plenty of them tonight, the Park Service, our  
5 regulatory community, current RAB community members, and  
6 I'd particularly like to welcome our prospective members  
7 who are here tonight. Thank you very much for coming.

8 Does everyone have an agenda? And are there  
9 any changes or additions that people would propose?

10 Seeing none, are there any announcements?

11 Moving rapidly to wine, meeting adjourned.

12 Please have the wine.

13 Any old business or community report? Mark.

14 MR. YOUNGKIN: I can do a community report.

15 We had our regular monthly committee  
16 meeting, Planning Committee meeting on November 28, and we  
17 had -- it was more of sort of a strategy session, so we  
18 covered a -- sort of a potpourri of topics.

19 We talked about unallowable cost and  
20 financial issues for a while. We touched on insurance,  
21 discussion of insurance things with the Trust meeting with  
22 the Marsh. Marsh is the agent for the insurance policy, I  
23 guess.

24 We talked about other funding issues for a  
25 while, and then that kind of led into a discussion of the

1 license plates. Michelle brought up that we're trying to  
2 reinvigorate the license plate thing because the  
3 legislation passed, and then we spent the last part of the  
4 committee meeting talking about the membership slate that  
5 we're voting on tonight.

6 That pretty much wraps it up. Our next  
7 meeting is in January, the fourth in January. We  
8 traditionally don't have a Planning Committee meeting in  
9 December since it's so close to Christmas.

10 Thank you.

11 FACILITATOR KERN: Any questions for Mark?  
12 Clarifications.

13 All right. Moving on, the ongoing  
14 discussions -- not terribly specific here, but we do have  
15 several. I appreciate Mark putting out the agenda even  
16 though I'm gouging him a little bit on ongoing  
17 discussions.

18 I think what is the main ongoing discussion  
19 was our -- what we brought up at the committee meeting was  
20 in addition to the work that we've been with for the past  
21 thirteen years, which are reviewing a lot of the ongoing  
22 work with the Presidio Trust and their mediation efforts.

23 A lot of what we may want to add in the  
24 upcoming year will be as much support as we can manage  
25 behind the fund -- funding issues, and that involves

1 several different areas, in particular getting a handle on  
2 what things cost now, our previous costs, and Craig has  
3 done a great job in getting a handle on that with Alan's  
4 support, and our next phase is really to get into an  
5 analysis of that and to mine that information so we have  
6 at our fingertips how much different things cost and if  
7 we're having overruns, where are we seeing those overruns,  
8 where can we predict in the future we'll have overruns,  
9 with the goal of looking at a final number, so to speak,  
10 for the program, where can we best guess if we're going to  
11 be having a gap of money that we need to fund raise for,  
12 how much is that going to be, and really have a good tight  
13 understanding of what that is.

14           So I think we can provide Craig a lot of  
15 support and ideas around that, and we've started the  
16 discussion at the committee meeting of how we can provide  
17 that.

18           I think another area of where the RAB can be  
19 helpful is typically we've taken on an oversight role, and  
20 that's quite appropriate, and I think we should continue  
21 with that, but since we've had that insight into the  
22 program of basically providing critique and encouragement  
23 where things may not be where we would hope, we also know  
24 where the successes are, and I think we can begin to help  
25 write the story around the successes of the program, and

1 if we're going to be looking for funds, that's not a bad  
2 place to have a good story in place, to have how many  
3 yards of dirt we've removed and how many landfills we've  
4 cleaned up and where the efficiencies have been.

5 I know that we can very easily create a  
6 story of where we'd like to see improvements, and behind  
7 the scenes, we'll continue to provide that to Craig, if  
8 he's willing, of course, here.

9 But on the other hand, we do need to have  
10 the supporting document that will say here's why this  
11 program is doing much more than any other program of its  
12 kind in the country and that the people that are doing the  
13 work have their act together.

14 So those are a couple of areas I'd like to  
15 see us organizing around next year.

16 On the other hand, we have a major topic  
17 area. I was involved in a -- the best I could do today  
18 was conference call for RAP 3, and we're still targeting  
19 next May to get that signed so we can begin construction  
20 this summer.

21 So that's a message I hope that we can carry  
22 on the technical side through close cooperation,  
23 inspection with our regulators and with Craig and Brian  
24 just to see that this big effort that we started a while  
25 ago that made sure this thing happens in the summer really

1 happens.

2 So as far as an ongoing discussion, I know  
3 several of the people in the room today were involved in  
4 that meeting.

5 Would you be able to talk a little bit about  
6 where we are with respect to RAP 3? Are we -- and for  
7 those of you who may not know what RAP 3 is, I apologize  
8 for -- this is a subject area that's full of acronyms, so  
9 I'm going to -- I'll try to remember to explain.

10 RAP is Remedial Action Plan. There's some  
11 six of these plans that are going to be developed. Two of  
12 them have been signed and the work completed to a large  
13 degree.

14 A third one, which we're calling RAP 3, is  
15 in progress and may be for some time, and in order to get  
16 construction -- and I use that word in a weird way, too.  
17 I guess demolition of sites, cleanup, basically.

18 To have things cleaned up, there is a lot of  
19 regulatory process, a lot of document generation, and to  
20 satisfy all the hoops and all the hurdles, there's a lot  
21 of work that's going on behind the scenes.

22 So maybe Brian, Craig, Bob, you could  
23 comment on that hour's long meeting today and where we  
24 stand for getting things done by May.

25 MR. BOGGS: Go for it.

1                   MR. COOPER:    Okay.  So today's meeting was  
2   about DTSC's comments on the first eight sites.  RAP 3 is  
3   going to have 28 sites in it, and we've been sending --  
4   what we hope to be a final version of this RAP, draft  
5   final version of this RAP to Bob, and we sent -- and we're  
6   sending it in three chunks.  First interim deliverable, as  
7   we call it, is what we talked about today.

8                   There was about eight different sites, and  
9   oh, I don't know.  We spent about two hours of so working  
10  through DTSC's comments and made some minor changes here  
11  and there, and I -- we made it all the way through all  
12  eight sites.  All eight sites are staying in the RAP.

13                  We made some -- added a couple samples here  
14  and there for confirmation samples, but that seen -- those  
15  sites seem to be clearing the hurdle, and we said for the  
16  second interim deliverable, we set a meeting date of  
17  December 21st to meet on that at nine o'clock if anybody  
18  wants to come.  It's going to be in building 1750.

19                  I just sent e-mails about that.  That will  
20  be at about the second interim deliverable about seventeen  
21  sites, and Bob's already starting to read that.  It reads  
22  pretty well and we'll go over whatever comments he has at  
23  that point in time.

24                  And then the last chunk to RAP number 3,  
25  which has fifteen sites, will be submitted right now,



1     probably -- we were hoping to do it just before Christmas.

2             It looks like it will happen immediately  
3     after New Year's by the time it gets through being  
4     photocopied and out the door, and as soon as Bob finishes  
5     reading that, we'll sit down, we'll work through his  
6     comments on that and then we'll pull it all back together  
7     and hopefully head to formal public comment period, you  
8     know, sometime in the spring. Hopefully February/March  
9     would be nice. Probably more like March.

10            So with the signature date May or June is  
11     what we're shooting for.

12            FACILITATOR KERN:    May, May, May. We need  
13     June to dig.

14            MS. SEGAL:    Craig, so the meeting on the  
15     21st at nine o'clock, you're going to talk about the  
16     second deliverable.

17            MR. COOPER:    Which has fifteen sites in it.  
18     It's scheduled to go from 9:00 to noon.

19            MS. SEGAL:    Thank you.

20            FACILITATOR KERN:    Bob or Brian, your  
21     thoughts on our progress towards a May signature. Notice  
22     I'm repeating. There's a little theme there, this May  
23     idea.

24            MR. BOGGS:    Well, it may happen. I  
25     think -- I think at least all the parties are aligned to

1 keep it expedited. There were still some -- like he said,  
2 something to adjust at some of the RAP sites, and so there  
3 are oversights that we'll brush through, but again, we're  
4 basically in agreement on what the remedies are. Just  
5 making sure the documents and everything are appropriate  
6 for what we're doing with these sites.

7 MR. ULLENSVANG: I actually had to step out  
8 for most of the meeting, but I think it's important to  
9 keep the schedule down so we know what we need to do then.

10 It will be either May or June. It shows  
11 later than summer, which would not have as much  
12 construction period.

13 MR. COOPER: Right. Even our condensed  
14 schedule I handed out at today's meeting, on the condensed  
15 schedule shows that -- September, I think, right now.  
16 That means we're going to have to hack away some more. It  
17 doesn't include --

18 MR. BOGGS: There's a lot of --

19 MR. COOPER: Your review duration. Take a  
20 look at that, and when we meet on the 21st, we can talk  
21 about where we think we can cut more time out of the  
22 schedule.

23 FACILITATOR KERN: Well, I won't change --  
24 we've got a cheerleading squad going for May, May, May,  
25 May. If it's totally unreasonable, but if it is

1 reasonable, we'll keep cheering on and supporting.

2 MR. COOPER: Okay.

3 FACILITATOR KERN: All right. Let's see.  
4 Other sites of note.

5 MR. YOUNGKIN: Stuck in the rain yet?

6 MR. COOPER: You know, the rain isn't  
7 really affecting it too much. Where we are right now is I  
8 think we are going to be -- we've -- there's five  
9 excavation areas, and one has already been -- you know,  
10 we've met the cleanup levels and we backfilled and paved  
11 that one, and we're in the process of going to request  
12 closure and backfill for another one. Actually for two  
13 more, and there's -- I think there's only one more to dig.

14 We are going to have a meeting on that on  
15 the 21st, as well, in the afternoon, what the latest is on  
16 that.

17 Where -- and then there was -- so there's  
18 two that we're requesting closure. A third one, we had to  
19 do some overexcavation, so we're waiting for some  
20 confirmation samples to come in.

21 The fourth one is the first one we started  
22 to dig, which is the one where we hit the coal, and we are  
23 going to be doing a little bit more digging there.

24 We've got some gasoline contaminated soil,  
25 and the project manager's going to be presenting that,

1 because it's going to be edging out into Mason Street, so  
2 we need to kind of strategize on how to do that part of  
3 the dig, and then the fifth one is in the middle of Mason  
4 Street.

5 I think we want to talk about whether we  
6 really want to go after that one or is it potential coal  
7 over there or should we just dig it out.

8 The digging has stops and starts because of  
9 waiting for confirmation samples to come in. We've gotten  
10 some curveballs with respect to coal being in place and we  
11 have some metal detections over on the area A -- on the  
12 Park Service side of Mason Street that we need to work  
13 through and describe to the regulators that it's not waste  
14 metals, that it's ambient background metals that is  
15 occurring in the dune samples over in -- on around the  
16 Crissy Marsh.

17 And that process takes time to kind of do  
18 all the number crunching and present the information in a  
19 way that the regulators are comfortable for us to backfill  
20 holes.

21 So that's it so far.

22 MS. PASSERO: Hey, Craig, are those the two  
23 sites along that path that follows the road, just the  
24 footpath?

25 MR. COOPER: Yeah.

1 MS. PASSERO: Those are the sites you're  
2 talking about?

3 MR. COOPER: Yes.

4 MS. PASSERO: When you're saying "ambient  
5 background metals," that naturally occurs?

6 MR. COOPER: That's on the Park Service  
7 side.

8 MS. PASSERO: Yeah.

9 MR. COOPER: You can see two open holes.  
10 There we're testing to make sure we got all the petroleum,  
11 but we're testing for metals, as well, just to make sure  
12 we don't have metals hot spot.

13 We're not seeing that. It's just -- they  
14 are elevated metal detections that we need to make -- we  
15 need to do an analysis to make sure that they're part of  
16 the ambient metal detections in that sand.

17 MS. PASSERO: Okay.

18 MR. COOPER: But in the meantime, we leave  
19 the hole open until we get final agreement that indeed no  
20 more digging is necessary. Then we get the approval to  
21 backfill.

22 That's why the holes get open for quite a  
23 while without any work going on. That's why we're waiting  
24 for data to come in and doing analysis on that metals  
25 data.

1 FACILITATOR KERN: Very good. So going  
2 into next year, I think we're going to have a full slate  
3 of activities, including, you know, helping to coordinate  
4 and usher RAP 3 to completion, and I think one other task  
5 with that will be to be asking the Trust and the Park  
6 Service and the regulators will you be ready to  
7 commence -- we use the term construction.

8 But will we be able to get cleanup  
9 activities if you're successful in getting that document  
10 signed in May, or will it be ready?

11 It's been our experience that bidding and  
12 all these processes take sometimes quite a bit of time to  
13 get done.

14 MR. COOPER: Mm-hmm.

15 FACILITATOR KERN: So, you know, getting  
16 that, coordinating and in a reasonable way to all the  
17 parties are comfortable with it, that's going to be  
18 another tall order.

19 So I -- I think I've been asked to -- by Sam  
20 at our committee meeting to provide examples of how all  
21 these sites can be packaged for the funding part of the --  
22 that's our other activity, and we're kind of embarking on  
23 two strategies: One where we might go back to Congress  
24 with a package that would satisfy all of the needs of the  
25 program based on midterm elections and other various

1 things that may be in our interest to go ask for that  
2 additional money.

3 That's going to require quite a bit of  
4 looking into the finances and predicting all of these  
5 costs.

6 Another area will be philanthropic  
7 contributions, ways to package cleanup with restoration  
8 activities.

9 So we have a two-prong strategy that we're  
10 considering for that, and we'll be looking to get your  
11 input and participation for that.

12 All right. Any thoughts or feedback on that  
13 before I move into the next part? Jan.

14 MS. BLUM: Yes, a question. When you're  
15 discussing going back to Congress possibly with a package,  
16 has -- has this general idea been discussed with Craig  
17 Middleton yet? Is he aware of what we're even thinking  
18 about?

19 FACILITATOR KERN: Since I hadn't really --  
20 I don't think it's come up as a topic for the whole RAB  
21 meeting, so I would say no. He's probably not aware of  
22 it, that we still are in a process of developing a  
23 strategy and making sure that we have a fair process of  
24 what we want to pursue.

25 But I think that in our discussions so far,

1 there's at least two ways that we could proceed, and both  
2 of those processes would need us to communicate up the  
3 chain --

4 MS. BLUM: Mm-hmm.

5 FACILITATOR KERN: -- about what we're  
6 doing.

7 MR. COOPER: He's aware of our fundraising  
8 subcommittee. I've put a memo about that. It was a  
9 little bit fringy, a little bit -- you know, I just wanted  
10 to make sure that we weren't running after fall of any  
11 type of rules.

12 I let legal counsel know and Craig Middleton  
13 know that we were doing this. They said, "Great." Their  
14 expectations are pretty low for us to come up -- which is  
15 the right place for them to be. But they don't know.

16 I explained it for looking for grants,  
17 looking for philanthropy or taking projects to the end  
18 type thing. I didn't say anything about Congress. They  
19 were a little touchy about that.

20 MS. BLUM: The other question I had was  
21 about timing. I was in the early meeting with the  
22 philanthropic fundraising folks, and what would be the  
23 first -- what goal -- timing goal would we have to meet  
24 quickly or what is our first timing goal that we would  
25 have to meet in order to get into the stream -- the



1 correct stream of philanthropic fundraising? Do we know  
2 that yet?

3 MR. COOPER: We need to meet with Caltrans,  
4 yeah.

5 MS. BLUM: A couple of months have already  
6 gone by, and I'm always concerned that we're going to be  
7 behind the gate when the finish line is hit.

8 MR. COOPER: Yeah.

9 MS. BLUM: And I -- Trails Forever and the  
10 coastal bluffs and all that stuff, it seems to me that's a  
11 major fundraising effort right now.

12 So I would be concerned that we weren't  
13 moving fast enough in getting our --

14 MR. COOPER: Right.

15 MS. BLUM: -- description together and our  
16 packaging and our ideas around that.

17 MR. COOPER: Right.

18 FACILITATOR KERN: I think Jan brings up a  
19 very important point about Trails Forever and I think  
20 she's referring to the opportunity of the Baker Beach  
21 sites that these are directly related adjacent to the  
22 trails being built, and they're -- whether or not there's  
23 an opportunity there, we won't know unless we get our act  
24 together --

25 MS. BLUM: Mm-hmm.

1 FACILITATOR KERN: -- enough to propose it  
2 and see what would be possible.

3 And then getting together all of the --  
4 evaluating all the sites and their possibilities for that  
5 kind of funding, so -- but I notice a certain look that  
6 came over your face when I said that.

7 MS. BLUM: Well, I think my personal  
8 feeling is we need to get a grip on what the  
9 philanthropic's fundraising time schedule is for  
10 philanthropic fundraising so we don't miss the time, and  
11 is it possible that you could get Katherine to tell you  
12 what it is, where she is.

13 MR. COOPER: Well, I could ask her that  
14 question.

15 MS. BLUM: I think we need to know.

16 MR. COOPER: How about we just meet with  
17 her again, you know. I don't know if there is a thing as  
18 a philanthropic fundraising schedule. Maybe there is.

19 MS. PASSERO: It's probably specific.

20 MS. BLUM: They're looking for money for  
21 the greening of the May parade. I know they're looking  
22 for money for the Trials Forever thing, the coastal bluffs  
23 and all of that, and Rob Hill is in there.

24 There are certain goals they have, but I  
25 don't know where they are in their process of reaching out

1 to the community, and I think if she could share that --  
2 she has to be able to share that with us so we know what's  
3 our first priority. I think we need -- we have to have  
4 the schedule.

5 MR. ULLENSVANG: You have to integrate into  
6 those requests.

7 MS. BLUM: That's exactly right. We have  
8 to ask her "what do we need to do first. What are you  
9 doing? What's one, two, three or one, two, three, four?  
10 Whatever.

11 MS. PASSERO: It seems like there's a two-  
12 prong approach, figuring out, you know, how we think we  
13 could work and try to align it -- see how it overlaps I  
14 guess with what they're doing.

15 Certainly timing is a piece, too, to try to  
16 dovetail where there's overlap to try and do that, and  
17 then there might be other areas that don't even dovetail.

18 MS. BLUM: I'm sure there are. I think the  
19 RAB's probably doing this and philanthropic might be doing  
20 that, but we need to find -- we need to find those  
21 deadlines that we absolutely don't want to miss.

22 MR. COOPER: I thought we were going to  
23 start -- I thought she gave us the green light, go ahead  
24 and do a brochure, a project brochure on one or two of our  
25 projects and then, you know -- we should start working on

1 that.

2 I mean --

3 MR. YOUNGKIN: I think Trails Forever is  
4 already on the --

5 MS. BLUM: \$750,000 for that dinner last  
6 September that they raised for Trails Forever. That is  
7 on -- that is out there now.

8 MR. YOUNGKIN: I think we would want to do  
9 the Trails Forever. Just how soon can we give her  
10 something is more the question? I think --

11 MR. COOPER: Right.

12 MR. YOUNGKIN: -- she's already started and  
13 it's ongoing.

14 MR. COOPER: Exactly.

15 MR. YOUNGKIN: So your question is more if  
16 we don't do it pretty soon, we might miss the whole thing.

17 MS. BLUM: Miss our window on our  
18 shortfall. If I were in charge here, I would be finding  
19 out what their priorities are and working my spreadsheet  
20 backwards so that I would have Alan looking at the most  
21 important sites first so we can hit those funding target  
22 dates.

23 Does this make sense?

24 FACILITATOR KERN: Well, one of the -- just  
25 so we can make sure that it makes sense within our process

1 is that this is really the first kind of official time  
2 we're bringing this subject up in front of the RAB as  
3 something that we want to do, and so we need to go through  
4 a process where the financial subcommittee creates a  
5 proposal for the larger body to examine so that people can  
6 really ask a lot of questions of what we're going to do.

7               So we have unanimity of purpose, and I don't  
8 mean to say that that we'll drag it out for some eight or  
9 nine-month process.

10              We do need to get our internal process and  
11 act together and have our proposals on paper, and I think  
12 setting up -- nothing gets the motivation going like  
13 having a meeting --

14              MR. COOPER:     Mm-hmm.

15              FACILITATOR KERN:   -- that Craig is  
16 proposing.

17              If we can get on somebody's calendar and  
18 then have a subcommittee meeting, that might put our --

19              MR. COOPER:     Maybe try to meet with her --  
20 I don't know -- if I had member. Then we've got -- if we  
21 wanted to present a couple -- that means by mid-February,  
22 we've got to set our own internal priorities, decide which  
23 project we're going to do project brochures about and have  
24 a layout of our project brochures to show to Katherine,  
25 say this is what we want to start circulating around

1 amongst your project managers and start talking to folks  
2 about.

3 That would be -- I mean, even mid-February  
4 would be pretty ambitious to pull that together.

5 MS. PASSERO: I mean, I don't know if it's  
6 possible to try and just find out sort of a -- which might  
7 help, I guess, our discussion if she has some kind of  
8 timing or plan.

9 The Bay Area ridge trail is an example, if  
10 it's something that she's willing to share just from a  
11 timing standpoint. Even understanding how they think.

12 MR. COOPER: You were there during the  
13 meeting. We asked her a lot of questions about what she  
14 says.

15 MS. PASSERO: Which areas she's focusing on  
16 her fundraising.

17 MR. COOPER: Exactly.

18 MS. PASSERO: And they must have some kind  
19 of document, a planning document around how they  
20 anticipate raising funds and expected, you know, some  
21 anticipated time frames, and she may not want to share it.  
22 I mean --

23 MR. COOPER: Right.

24 MS. PASSERO: -- for some reason, but if  
25 there is something, some sort of higher level piece that

1 she's able to share, it may actually help us just inform  
2 our thinking about how we sort of craft proposals or  
3 anticipate discussions with her. Because we start to  
4 communicate in the same language.

5 So maybe from that standpoint, if she has  
6 something like that that she's able to share with us to  
7 help our discussions and our next meeting with her, you  
8 know, maybe that would be helpful.

9 MR. COOPER: I'm not sure what we're  
10 asking, still.

11 MS. PASSERO: Just say do they have some  
12 sort of planning document. As a basic example, they're  
13 using the Bay Area ridge trail just as a focal point for  
14 fundraising.

15 Do they have a master plan that has time  
16 frame and approaching -- benchmarks along the way of by  
17 such and such a date, we want to hit this number. Hit  
18 this number or these are the groups, the kinds of people  
19 that we're thinking about approaching --

20 MR. COOPER: Mm-hmm.

21 MS. PASSERO: -- just to get a sense of  
22 timing and -- you know.

23 MS. GEE: Well, since you think that it  
24 might be kind of awkward to say what is their master plan.  
25 What if they don't have one? You can always turn it

1 around and say the RAB would like to know what are some of  
2 the benchmarks for the next quarter, like January through  
3 March, and then -- for the next six months and see what  
4 she says there.

5 Like she must have some -- just do it that  
6 way and say oh, we're looking at -- you know, the  
7 timing -- what are they -- what are their major deadlines  
8 and whatever it is for the next -- first quarter and the  
9 second quarter and see whether you can feed into it with  
10 the in-house process.

11 So you know that oh, maybe there is a crunch  
12 date of April or something and then you can work towards  
13 that.

14 MR. COOPER: Okay. I think -- yeah. I  
15 don't know enough about her work to really know.

16 What I don't want to make it look like is  
17 that we're trying to take money away from other projects.  
18 That's what I'm most concerned about, and I told her  
19 straight out on that.

20 What I was thinking -- what I thought we  
21 were doing was putting together some project brochures  
22 that would get added in as -- there's ten projects that  
23 the trust is trying to find, you know, money for.

24 Some are twenty million dollar projects;  
25 some are \$25,000 projects, and that we've got a couple



1 project brochures that we add into the mix that she shops  
2 around for us and educates our project managers about.

3 So when they talk to groups and look at  
4 grant applications and things like that, that they always  
5 keep our little projects in mind, you know, so it's -- so  
6 there's this pool of projects.

7 I don't know if there's a -- I don't care  
8 what the schedule is for the greeting of the main post  
9 personally. It doesn't matter to me.

10 MS. BLUM: I'm just concerned about the  
11 timely part. That's what I'm concerned about. If she's  
12 focusing on Trails Forever, we need to be there now. I  
13 mean, that needs to be our number one priority in getting  
14 our brochure together and --

15 MR. COOPER: Mm-hmm.

16 MS. BLUM: -- what we need and all that.  
17 That's all I'm trying to say, is we need to  
18 be timely.

19 FACILITATOR KERN: Sara and then Julian.

20 MS. SEGAL: Is one of the concerns that the  
21 deadlines that some philanthropic funding organizations  
22 actually have to receive applications or do we have that  
23 application or is that one of the concerns that we need to  
24 find out?

25 I mean, on the different funding sources,

1 for example, the federal and state programs, there's  
2 always a deadline to receive the application.

3 MR. COOPER: That is a very specific  
4 question that I can ask her. Are there any impending  
5 deadlines coming up for grants, some philanthropy group or  
6 something like that.

7 MS. BLUM: Okay.

8 MR. COOPER: That's a very straightforward  
9 project. It's not your schedule. What are upcoming  
10 deadlines for -- that you may know about, and she may say  
11 I don't know of any or here's a few.

12 MS. SEGAL: But again, that might -- so she  
13 doesn't think that we're trying to horn in on her  
14 application, I think we made clear at the meeting that it  
15 was our interest to see if we could piggyback or be part  
16 of a -- what did Doug say? Cleanup with restoration  
17 activities kind of, merging those two.

18 MR. COOPER: Mm-hmm.

19 MS. SEGAL: But I think that's sort of an  
20 important thing to know, not only -- Jan mentioned the  
21 shortfall for the cleanup, the big picture, but  
22 specifically we don't want to miss a deadline if someone  
23 has an opportunity for even a small grant to do something  
24 that we might eligible for, you don't want to miss out on  
25 that just because you miss a deadline for filing.

1 MR. COOPER: Okay. I'll definitely -- I  
2 get that.

3 FACILITATOR KERN: Julian.

4 MR. HULTGREN: Yeah. I think I'm seconding  
5 what Doug said earlier, that this committee work should  
6 really be brought before the RAB and get an up or down  
7 vote or at least some sort of concurrence by the entire  
8 RAB of what's happening.

9 At any rate, it seems to me all this  
10 discussion is not appropriate for this night and this  
11 body. This is a discussion that should go on in the  
12 committee unless and until the committee comes in with a  
13 proposal to RAB. That's basically what I'm thinking  
14 about.

15 FACILITATOR KERN: Michelle, did you  
16 have --

17 MS. PASSERO: No. I think -- I think it  
18 can wait. I had some thoughts, but maybe during a  
19 committee meeting, we can talk about it in more detail.

20 FACILITATOR KERN: Okay. I have some  
21 action items down there, some thoughts that will go into a  
22 meeting, that we can discuss and bring to the meeting.

23 All right. I think it would be timely,  
24 then, to move on -- there are probably other -- I'm sure  
25 there are other cleanup issues, but given our schedule for

1     tonight, I'd like to spend a good amount of time on item  
2     number 6.

3             Item number 6 is our bringing on some new  
4     members. We have a charter that I hope that in the new  
5     year that we can bring to everyone for their review.  
6     There are a number of people at the table that have spent  
7     a very large amount of time on making this charter  
8     probably one of the best in the whole country, Julian  
9     being one of the principal reviewers and editors of that  
10    document, and in that charter, it talks about how we bring  
11    on new members and the minimum, the maximum numbers, and  
12    from time to time we need to bring on new members and we  
13    go through a process.

14            It may seem long and excruciating, but it  
15    does work for us, and we -- I want to say to all of you  
16    that have been through it, as we all have, we appreciate  
17    your patience with us as we go through that.

18            When we review the charter, and for everyone  
19    next -- probably in January, just as an orientation  
20    process for new members and a refresher course for all of  
21    us, I think one of the -- voting comes up, and voting for  
22    new members, we have a process where we send out a slate  
23    of proposed members to a selection committee.

24            That committee met at my apartment last  
25    week. It was Julie and Mark and Jan and Michelle was

1 there in spirit, and the review of the -- we discussed  
2 everything and anything about the applications.

3 And I'd like to thank Jan for all of her  
4 work and the other jobs and all the --

5 MS. CHEEVER: Karen Cleek made a lot of  
6 phone calls.

7 FACILITATOR KERN: And Karen, as well, who  
8 did the work in getting all the people into the process  
9 and the follow-up calls so that we would have new members  
10 before us tonight, and I'd a long and very arduous  
11 process.

12 So I'd like to turn it over to Jan to talk a  
13 little bit more about what we've done.

14 MS. MONAGHAN: Well, when we start the  
15 selection process, we always look at the criteria of what  
16 the skills are on the current board and what we're looking  
17 for and how we move the RAB forward.

18 So I have a little chart here that had some  
19 of the skill ideas. We're always looking for diversity in  
20 location. So people's zip code is part of that criteria,  
21 and we have six people here -- four people here tonight,  
22 but six people on our slate for election tonight, and they  
23 would come on the board in January, and I think they've  
24 all had a chance to introduce themselves at past meetings,  
25 so --

1 FACILITATOR KERN: Very good. Well, then,  
2 I was also part of remembering the charter for voting on  
3 new RAB members, we need to have a quorum.

4 MS. MONAGHAN: We do.

5 FACILITATOR KERN: And a quorum of the  
6 currently active members, which I believe is currently  
7 fourteen people.

8 We were supposed to have twenty people on  
9 the RAB, so with tonight's slate, we would get back up to  
10 the minimum number, and it's our hope that in the new year  
11 that we begin another selection process to -- to get  
12 somewhere in between twenty and our maximum number, which  
13 is thirty. So that's another project for us for next  
14 year.

15 But just as one final note before we go into  
16 the voting and the slate or asking for questions, this was  
17 a goal that back in the summit process that the RAB set  
18 for ourselves, that by the end of the year, we would bring  
19 up our membership and reinvigorate it with this process,  
20 which I -- I'm just noting that we're -- we're doing one  
21 of the commitments that we made back during the summit  
22 process, that we would get up our membership to a larger  
23 amount.

24 So anything else before we -- we have --  
25 introduce the members? I think mostly that I would

1 entertain, then, a motion of who would be on the slate and  
2 that we'd have the appropriate discussion after that.

3 MS. MONAGHAN: Would you like me to read  
4 the names?

5 FACILITATOR KERN: Please.

6 MS. MONAGHAN: David Bach, John Chester,  
7 Elena Gonzalez, Tony Kramer, Barbara Newton and Jay  
8 Wilmer.

9 FACILITATOR KERN: Very good, and as one  
10 member of the selection committee, I'd like to say that  
11 I've been very impressed with the people that have been  
12 applicants and their skills.

13 I think they'll make great contributions to  
14 this group and I'm very enthusiastic about seeing them  
15 become members tonight.

16 So without any further discussion, unless I  
17 see any, I'd entertain a motion from the floor to accept  
18 the slate of new members.

19 MS. CHEEVER: I move that we vote in the  
20 slate of new members, that we accept the slate of new  
21 members.

22 FACILITATOR KERN: And a second, perhaps.

23 MS. PASSERO: Yes.

24 FACILITATOR KERN: Is there any discussion  
25 on the motion? Very well. All in favor, please say aye?

1 Opposed. (Vote was unanimous) Motion carries.

2 And we're very pleased to welcome on our new  
3 slate of six RAB members to the Presidio Restoration  
4 Advisory Board.

5 (Applause).

6 FACILITATOR KERN: So perhaps as just part  
7 of being maybe overly ceremonial, we could welcome you up  
8 to the table here tonight if you wish.

9 Moving on to our -- the end of our regularly  
10 scheduled meeting here, do we have any comments from our  
11 regulators this evening?

12 MR. BOGGS: Not me.

13 MR. NARALA: I have a few.

14 FACILITATOR KERN: Oh, good.

15 MR. NARALA: It's been over a year that  
16 I've been on this project, and I feel like we have done  
17 quite a bit of work at the Presidio in the positive  
18 direction.

19 Commissary PX has been a very good learning  
20 experience for me and probably for the Trust, too, and it  
21 has taught us some new ways to look at the data than just  
22 take the data the way we look at it.

23 What I'm talking about as probably most of  
24 you know is about the whole layers in the Presidio and  
25 trying to find roads and gutters and not just the roads



1     itself.

2                   FACILITATOR KERN:     Just to add to what  
3     Devender's saying, there was a very large and rather  
4     expensive investigation of this site that seemed to  
5     indicate a large amount of contamination, and there was  
6     just a huge amount of investigation with using a certain  
7     technology, and when we finally got out there to dig, it  
8     wasn't necessarily what we thought.

9                   So I think that maybe in part, that's what  
10    you're referring to --

11                  MR. NARALA:     Mm-hmm.

12                  FACILITATOR KERN:     -- that sometimes we  
13    need to just plain dig to test our investigative methods.

14                  MR. NARALA:     And I'm looking forward to the  
15    next couple big projects like the 207/231 and the building  
16    at 1650.

17                  Thank you.

18                  FACILITATOR KERN:     Very good.  Thanks,  
19    Devender.

20                  All right.  Is there any new business, then,  
21    for tonight?  Besides drinking wine.

22                  Any public comment?

23                  MR. FORD:     Aren't you going to have the new  
24    members get up and sing their high school fight song?

25                  FACILITATOR KERN:     It has been a tradition.

1 We may suspend that tonight.

2 MR. FORD: I might be remembering it  
3 incorrectly.

4 FACILITATOR KERN: We could begin a new  
5 tradition of having the Trust staff sing their high school  
6 fight song.

7 MR. FORD: I'd have to learn mine.

8 FACILITATOR KERN: Then as far as action  
9 items, we will follow up with some sense of urgency on our  
10 multiple pronged attack on fundraising, bring that general  
11 outline to the greater RAB for their inspection and  
12 discussion and then hopefully set out on yet another  
13 positive and constructive journey for the RAB.

14 Craig.

15 MR. COOPER: I'm going to send Katherine an  
16 e-mail and a copy of the fundraising committee persons  
17 about these potential deadlines for 2007 for grants and  
18 philanthropic funding avenues, and also for January, I  
19 think it's been a tradition to do maybe a -- I don't know  
20 if I want to do an end of year overview.

21 I think I did that in a couple previous  
22 December RABs or January meetings, but I can abbreviate it  
23 with an overview of what we have accomplished in 2006 and  
24 start taking a look at some holes for 2007, an appropriate  
25 thing to do in January. You guys have asked for that

1 before.

2 FACILITATOR KERN: We might flavor it a  
3 little bit as introduction of --

4 MR. COOPER: For the new members, as well.  
5 Okay. Okay.

6 FACILITATOR KERN: So it could be a --  
7 pretend like none of us know anything type of --

8 MR. COOPER: Really simple. Okay.

9 FACILITATOR KERN: Simple.

10 MR. COOPER: Introduction.

11 FACILITATOR KERN: But incredibly  
12 informative.

13 MR. COOPER: And for the new members, maybe  
14 we can talk about this in January, too. We've generally  
15 done a site tour, as well, and I think the new members  
16 would appreciate that.

17 We've gotten a minivan together and gotten  
18 to the major sites. It takes a good two hours at least of  
19 your time. So we can talk about that tonight or in  
20 January about doing that.

21 MR. ULLENSVANG: I would suggest that we  
22 not hurry for that. We're in the darkest time of the  
23 year. We actually should stall a couple months.

24 MR. NARALA: I think that we should take --

25 MR. COOPER: Right.

1 FACILITATOR KERN: Well, I would like to  
2 encourage our new members to -- to continue their patience  
3 with this process. There's a lot to learn. There are a  
4 lot of sites, but be very up-front and forward with your  
5 comments. Sometimes the -- the newest comments are the  
6 freshest --

7 MR. COOPER: Absolutely.

8 FACILITATOR KERN: -- and really inform the  
9 process the best.

10 MR. COOPER: Also, real fast, have your  
11 e-mail addresses been sent to Jan and can Jan forward them  
12 to me?

13 MS. MONAGHAN: Yeah.

14 MR. COOPER: We have an e-mail distribution  
15 list for documents.

16 MS. MONAGHAN: I have a distribution list.  
17 I'll send it to you.

18 MR. COOPER: Great. So is it like a total  
19 upgraded RAB distribution list?

20 MS. MONAGHAN: Just for new members, the  
21 membership committee.

22 MR. COOPER: Perfect. Great.

23 FACILITATOR KERN: Then, without objection,  
24 I would -- I think we can adjourn the meeting and then  
25 adjourn to a little holiday mixer.

1 MR. COOPER: Yes.

2 FACILITATOR KERN: And I wish the best to  
3 everyone in this holiday season and happiness and good  
4 health to you and your family.

5 (The meeting concluded at 8:01 PM).

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1 STATE OF CALIFORNIA )  
2 COUNTY OF SAN FRANCISCO )

3  
4 I, the undersigned, hereby certify that the  
5 discussion in the foregoing hearing was taken at the time  
6 and place therein stated; that the foregoing is a full,  
7 true and complete record of said matter.

8 I further certify that I am not of counsel or  
9 attorney for either or any of the parties in the foregoing  
10 hearing and caption named, or in any way interested in the  
11 outcome of the cause named in said action.

12  
13 IN WITNESS WHEREOF, I have  
14 hereunto set my hand this  
15 \_\_\_\_\_ day of \_\_\_\_\_,  
16 2007.

17 \_\_\_\_\_  
18 Mark I. Brickman CSR No. 5527  
19  
20  
21  
22  
23  
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